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ABSTRACT

This report by the City of Saint Paul's Citizens Task Force for the Library presents a documented written program of recommendations for growth and change for the next five years based on the results of three sub-studies: (1) a 'Community Analysis,' an in-depth study of the library-related needs of the Saint Paul community; (2) a self-study of the library by its own staff and administration; and (3) a thorough analysis of the Saint Paul Public Library by an external team of consultants (HBW Associates) chosen after a national search. Recommendations are concerned with the role of the library, actions to be taken by the central library, technological changes to promote greater efficiency, restructuring of library extension services, and reorganization of library administration. Attached to this final report as annexes are 'No Growth' budget projections for the Saint Paul Library 1982-86, task force and consultant recommendations with costs projected on the 'No Growth' costs, and the final report of HBW Associates. (Author/RAA)

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THE CITIZENS TASK FORCE FOR THE LIBRARY

REPORT

TO THE MAYOR AND THE CITY COUNCIL
OF THE CITY OF SAINT PAUL
JUNE, 1981

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CITIZENS TASK FORCE FOR THE LIBRARY

REPORT

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INTRODUCTION

The Citizens Task Force for the Library was appointed by Mayor Latimer and confirmed by Council Resolution in July, 1979. The study was supported financially by gifts to the City of Saint Paul from The Saint Paul Foundation, the Perrie Jones Library Fund of Minnesota Foundation and the Friends of the Saint Paul Library.

The mission of the Task Force was to conduct a study of Saint Paul Public Library to result in a Five Year Plan for the Library, a documented, written program of recommendations for growth and change for the next five years, listing priorities and cost projections. The Plan was to be based on the results of three sub-studies:

1. A "Community Analysis," an in-depth study of the library-related needs of the Saint Paul community.

2. A self-study of the Library by its own staff and administration.

3. A thorough analysis of Saint Paul Public Library by an external team of consultants chosen after a national search.

   These steps have been taken. Following is the final report of the Citizens Task Force for the Library to Mayor Latimer and the City Council. Attached to this final report are:

   1. Financial projections for maintaining the Library at its current level for the years 1982-1986: "no growth budgets" using 1981 as a base year.

   2. Financial projections for the years 1982-1986 which include the cost of Task Force recommendations as well as the "no growth" items above.

   3. An Era of Anticipation, the final report of HBW Associates, the consultant team who provided the external expertise for the development of the study.

The Task Force recommendations that follow are in relatively brief form and are mainly taken from HBW Associates' An Era of Anticipation, which includes extensive detail and many significant recommendations, espoused by the Task Force, but not repeated in this shorter report.

BACKGROUND

The Library's role in Saint Paul is similar to the situation of public libraries in most cities: few are against it but, when competition for scarce funds exists, the Library is vulnerable and has few strong advocates. Consequently, with no credible plan in which to fit budget requests, in 1978, hours were cut back severely, the publications department was elimated and expenditures for materials and for staff were reduced. In the same year a new Director was appointed who was faced with choosing and defending priorities in a high cost, low income economy. Despite these difficulties, this seemed to be a good time to take a new, long range look at what the Library is doing, to try to determine what it should be doing, and how to make changes where appropriate. The Citizens Task Force for the Library has attempted to carry out this assignment carefully, thoroughly, and with awareness of the public requirement that both old programs of expenditure and proposed new ones require the most convincing justification today if they are to be considered seriously for the future. This is the first time in the history of Saint Paul that such an extensive study of the Library has been undertaken.

THE PROCESS

After a nation-wide search of professional library consulting teams, the Task Force hired HBW Associates, a team of three partners and several associates located all over the United States but based in Dallas, Texas. From October, 1979 through July, 1980, HBW made eight site visits to Saint Paul resulting in approximately 250 hours of on-site observation, study, and consultation. HBW prepared eight preliminary reports, participated in a two-day retreat at Spring Hill in September 1980, and submitted their Final Report in March, 1981. This detailed and extensive report, entitled An Era of Anticipation is attached to the Task Force report to the Mayor. Summaries of the eight preliminary reports are included in Appendix B at the end of An Era of Anticipation.

The eighteen months of the study has been a period of change and activity for Library staff. As part of the process, thirteen staff members visited libraries elsewhere in the United States to observe other ways of handling their own areas of specialty. As consultants questioned and probed Saint Paul routines, and reports were submitted, changes were instituted at the Library, such as changes in the ordering routine and in acquisition policy. The Study also inspired the Library to initiate a system-wide goal setting process involving all staff. This was completed in March, 1981.

The Task Force met at least monthly through much of the eighteen month period. It reviewed and commented on all preliminary reports and scheduled a number of programs by library staff and other City personnel to familiarize itself with the issues involved. The Task Force also arranged and ran a 44-person, two day retreat at Spring Hill Conference Center, Wayzata, Minnesota, to review HBW's first draft final report.

The recommendations which follow represent a cooperative effort among Task Force, consultants, and Library staff. For the Library staff the process of change has already begun. The Report codifies many efforts that are already underway. However, there is much ahead to be planned and, it is hoped, accomplished.

WHAT THE STUDY DID NOT DO

The Task Force did not ask HBW to analyze in detail the physical plant of the Saint Paul Public Library. This needs to be done, we believe. Therefore, one Task Force recommendation is that the City hire a consultant to evaluate the branch library buildings themselves, before proceeding with expensive refurbishing. For the three buildings built in 1917 (Arlington Hills, Riverview, Saint Anthony Park) and the two built in 1930 (Merriam Park and Hamline), the cost of correcting structural deterioration, of weatherization, and of providing access for the handicapped, needs to be considered in assessing the future for these facilities.

HBW Associates identified some areas where they recommended that further consulting help be hired because the detail required was beyond the scope of their contract or not feasible until other changes, already undertaken, had been completed. Technical Services and automated equipment are examples of this. For this reason the Task Force is recommending that an automation consulting service be hired, part-time, on an ongoing basis, to match the library's developing needs to the equipment that is most current, efficient, and cost-effective.

Finally, it must be recognized that these are recommendations to the City and to the Library essentially from an advisory committee. They are advice. The Library's business is far more complex than just these recommendations. It is the Library ultimately, in cooperation with the City, who must choose how, when, or whether these recommendations will be incorporated into its plans.

THE TASK FORCE REPORT

This report lists the most important recommendations that the Task Force believes should be implemented in Saint Paul in the next five years. There is one overarching recommendation concerning the role of the Library. Following recommendations are listed in priority order under four categories:

The Central Library
Automation and Technology
Extension Services
Library Administration

Where the Task Force recommendation varies in a significant way from the consultant recommendation, this is noted. Some recommendations are made that do not, specifically, appear in the HBW Report. This too is noted. The Task Force has made financial projections independently. In the margin to the left of each recommendation is the page reference for the HBW Report, An Era of Anticipation.

THE RECOMMENDATIONS

A. THE ROLE OF THE LIBRARY

The single most important recommendation to emerge from the study answers the question: Based on the community analysis, Saint Paul experience, and all the other substance of the study, what is the most appropriate role for Saint Paul Public Library; what should its central emphasis be?

The HBW report recommends, and Library staff and Task Force concur, that Saint Paul Public Library should be developed, via its central facility, as a general reference and resource center whose primary purpose would be to meet the informational needs of Saint Paul citizens of all ages and educational levels. This should be a matter of strong emphasis, but it does not preclude educational, cultural, and recreational uses of the library.

HBW writes:

> From an information center, Saint Paul citizens would come to expect a wide range of knowledge that may be gained from print and non-print sources in the Library's collections, as well as from sources outside the collection. Those concerned (with the informational role of the Library) must be sensitive to the many levels of knowledge which are available and the avenues by which it may be successfully pursued. The informational role needs to be stressed and to be promoted. The Library should emphasize personal assistance, to let all Saint Paul citizens know that the Saint Paul Public Library can and will help all ages and educational levels.

Implications of this recommendation for materials and staff

This recommendation implies an adjustment of focus throughout the library system. A primary implication is an adjustment in the book (p.180) collection itself: the Library should increase the size and depth of its subject collections. HBW Associates provided a detailed "Collections Development" report which outlines the steps that need to be taken to increase the depth and focus of the collection. An enlarged library materials budget ("materials" refers to both print and non-print items) is strongly recommended: "without increased funds for library materials, it is unlikely that the Library can long remain a viable resource for the City of Saint Paul" (HBW). Saint Paul allocates a smaller percentage of its budget for (p.19) materials than any library in the MELSA system.

Greater depth and enlargement of the collec- (pp.59-60) tions also requires additions of staff to select and process the materials and additional (pp.74-78) training for staff members to provide subject specialists. HBW provided one schedule for staff increases and the Library administration a separate one (listed under "Salaries" in the Task Force financial projections). Whichever schedule is consulted, Task Force, Library staff, and consultants agree that additional staff are needed at the Library to carry out its program of service effectively. At the present time, for example, professional staff spend too much time doing nonprofessional work because of the shortage of personnel. Ordering and processing new books is slowed for lack of personnel.

However, the consultants have recommended a number of changes in the internal operation of library departments that should increase the efficiency of existing staff. Some of these changes have already been put into effect.

B. THE CENTRAL LIBRARY

The Task Force recommends that the following actions be taken. These are listed in order of priority. The senior Library staff concurs with these stated priorities, except for recommendation B (2) below, in which neither endorsement nor opposition was sought by the Task Force or offered by the senior Library staff.

(p.53) 1. Establish the position Chief of the Central Library

Since the loss of this position six years ago, the Central Library public service function has suffered from the lack of coordination and direction. In order for the Central Library to fulfill its role as the system's center, it must have this leadership position.

Year of implementation: 1982
Cost: $29,124 in the first year -
$177,804 over 5 years.

(p.155) 2. Recruit at the national level for professional positions

The City of Saint Paul chooses its supervisory personnel for the Library on a "promotion only" basis. The management of a $3 million a year enterprise requires highly specialized skills; Saint Paul pays high enough salaries to be competitive nationally; Saint Paul is, as far as consultants or Task Force can determine, the only major city in the United States to so limit the choice of supervisory personnel. The Task Force recommends, therefore, that the new Chief of Central (and Chief of Technical Services) and other supervisory personnel to be chosen in the future, be recruited on a nationwide basis, including Saint Paul staff as candidates for any position.

Year of implementation: 1982
Cost: The Task Force would recommend allowing up to $4,000 for personnel recruitment expenses.

(p.57) 3. Reorganize collections and services within the spaces of the Central Library

The consultant team has provided a plan for combining certain subject collections at Central; also recommended is that the Video-Communications Center at Lexington Branch be combined, at Central, with the Film Department. These plans have been taken under advisement by Library staff who will make a staged plan for moving these services. As part of these plans it is strongly recommended that the Central Library plan a single, controlled access point for check-out of materials. At present there are three doors to the outside and check-out is done in each department. A change would require public adjustment and some interior renovation. However the savings over the long range in staff time, book loss, and energy efficiency, would be considerable.

Year of Implementation: Planning, beginning in 1981
Cost: $50,000, over five years, was the HBW estimate. This could involve a higher cost, depending on the plans, and the Task Force has estimated an expenditure of $70,000 for this purpose, over three years.

(p.123) 4. Expand computer-assisted reference service

Clearly in keeping with the Library's role as a reference and resource center, is the expansion of computerized access to data bases. Soon some information such as statistical data, will only be available through such data bases. The Task Force recommends purchase of data base time, staff training, marketing. Through MELSA Saint Paul has already begun computer reference services. This will need to be expanded.

Year of implementation: 1983 on
Cost: $14,300 in 1983; $66,366 total in four years.

(p.37) 5. Write a well defined selection and acquisition policy that provides a blueprint for action

This important function is already underway, and has been funded by the Perrie Jones Library Fund.

Year of implementation: 1981
Cost: $12,000 - but no cost to the City of Saint Paul

(p.181) 6. Increase funding for library materials to 15% of total budget

This has been discussed above; in the vernacular, "you can't play the game if you don't have the cards." Books, tapes, films, periodicals, are the basic tools of library service. The funding in Saint Paul has been inadequate over the years to keep this city current and, unfortunately, the cost of books has risen at close to double the rate of the rest of the economy. With more focused and deliberate purchasing made possible through the new acquisition policy, the lack of depth in subject areas can be addressed. It is recommended that the Library allocate fewer resources to current fiction and more to the subject areas included in fields such as science, literature, fine arts, history and political science.

Year of implementation: 1982

	Cost: (beyond anticipated "no growth budget):	(Total to be allocated for materials):
1982	$ 3,400	$ 454,000
1983	37,280	578,000
1984	76,136	725,000
1985	118,363	897,000
1986	179,000	1,113,364

(pp.59-60) 7. Increase number of staff members in Central and arrange for additional training of staff members.

Staff additions have been described in the financial projections. Additional training is now an ongoing program funded by City of Saint Paul professional development funds and by The Perrie Jones Library Fund. Following is a list of recommended staff additions to the Central Library:

New staff members for the Central Library

1982	Chief of Central	$ 29,124
	Chief of Technical Services	25,865
	3 Library Clerks Reference, Film/Video, Paperback Library	32,185
	Library Assistant for Film/Video	13,994
	2 FTE Library Aides	17,457
	.5 Library Asst. II, Interlibrary Loan	7,779
	Total	$126,404
1983	2 Library Clerks, Catalog Information, and Science and Industry	$ 23,602
	Library Assistant, Govt. Documents	15,393
	Library Specialist, Science and Industry	18,590
	Total	$ 57,585
1984	2 Librarian I for Reference and Circulation	$ 48,819
1985	1 Library Clerk - Request Service	$ 14,279

(p.56) 8. Consider expansion of library service to areas outside of the Central building

The Task Force does not support the consultant recommendation that Technical Services and Library Administration be moved to Lexington Branch. However, it is recommended that the City investigate the possibility of moving some Department, if appropriate, into a public area near the Central building, both to improve public access to the service and to free some much needed space in the Central building. Film/Video, for example, could go into one of the new buildings planned to face onto Rice Park and/or would benefit from being part of the Saint Paul skyway system.

Year of implementation: planning, 1982
implementation, 1984
Cost: unclear. If space is donated as a public service, costs could be minimal.

(p.67) 9. Consider again, in 1986, the question of building a new Central facility

HBW Associates states that the Central Library is inflexible, too small, and unadaptable to modern needs and technology. The Task Force recognizes that this is true. However, the building has historic importance in Saint Paul. Also, the Library is approaching a period of rapid change, full of possibilities for changed functions and service: the onset of cable television, a computerized circulation system, machine-assisted reference, possible decentralization of some functions, all make it particularly difficult now to see what the building needs will be in five years. Therefore, the Task Force recommends that an evaluation of the Central building, for adequacy and efficiency, be scheduled for 1986.

Year of implementation: 1986
Cost: none estimated at this time

C. AUTOMATION AND TECHNOLOGY

The consultants advised certain technological changes to promote greater efficiency. The Task Force agreed with much of this advice and makes the following recommendations:

(p.107) 1. Create a new organizational structure placing support services activities under a Chief of Technical Services - a new position title.

"Technical Services" encompasses those activities related to materials acquisition (not selection), cataloging, and preparation; the business office; packing and loading; in other words the support activities that do not involve public contact.

In order to organize and consolidate related functions in the Technical Services area, a new administrative position should be created to direct this large, vital operation. Investment in leadership in this area would help the library to deliver public service in the most timely, cost-efficient manner. This recommendation ranks high among the consultants' "top ten" priorities for 1982.

Year of Implementation: 1982
Cost: 1982: $25,865;
$157,904 over five years.

(p.109) 2. Examine and mechanize technical procedures with the help of a consultant.

"The Library must work out a way to mechanize technical services procedures for handling data so as to provide machine-readable data for library materials management." (Excerpt from consultant final report.) A consultant will be needed to plan in detail how to discontinue duplicating and inefficient routines in cataloging, how to process books and other materials more quickly, and how to come up with data in a form which is compatible with an on-line circulation system and catalogue.

Year of Implementation: 1982
Cost: For consultant assistance - $11,000

(p.117) 3. Establish either a staff position or an ongoing consultant service to coordinate automation and technology in the Library. This person would report to the Director of the Library.

As the Library moves into increased emphasis on automation and new technology, it becomes essential that someone coordinate these activities so that decisions support the goals of the library, and so that the Library does not make poor choices and costly mistakes in its choice of systems. Highly expert consultant help is available and would provide continuity and expertise without the expense of hiring a full time person.

Year of Implementation: 1982
Cost: $10,000 in 1982
$61,051 for five years.

(p.124) 4. Provide a Library Assistant for the new Film/Video Department.

The Director of the Video Communications Center has essentially operated on her own without help since the CETA funded assistants were terminated. This program needs more help. The consultants recommend that an Audio-Visual Chief be appointed, but the Task Force believes that that position is not a necessity, at this time. This position and cost has already been listed above under new staff for the Central Library, since it is anticipated that Film/Video will be part of Central.

Year of Implementation: 1982
Cost: $13,994 in 1982
$85,432 over five years

(p.118) 5. Acquire and install a theft detection system in the Central Library and in branches.

Since this report was initiated the City has budgeted and ordered a Theft Detection System for the Central Library. It is recommended that other libraries be so protected on this schedule:

1982	Highland Sun Ray	$25,550
1983	Hayden Heights Lexington Merriam Park St. Anthony	$40,733
1984	Rice Street Hamline	$15,789

(p.121) 6. Draft Performance Specifications for an Online Circulation System

"Online circulation" provides a computerized system of tracking the books and the borrowers in the library. The system will protect the library from loss, provide great convenience both for borrowers and the library staff, and provide currently unavailable management information on the use of the collection. In cooperation with MELSA, Saint Paul should plan a system to be installed in the near future.

Year of Implementation: planning, from 1981 onward until installation, which could begin as early as 1984.
Cost: none in direct outlay although much staff time for planning will be involved.

(p.122) 7. Prepare for Fullest Utilization of Cable Television

The Task Force recommends that the role of the Saint Paul Public Library be carefully considered in any deliberations concerning the development of a cable communications system for Saint Paul. The complementary nature of the library's purpose and the cable system's potential makes a close working relationship highly desirable.

(p.189) 8. Review Data from the 1980 Census

The service area delineations for each branch are illustrated on page 10 of HBW's Report. These should be updated in accordance with the 1980 Census Data which was not available when the Report was researched. This information is important for future planning.

Year of Implementation: 1982
Cost: $500

D. EXTENSION SERVICES

(p.74) It appears clear that Saint Paul Public Library cannot in the future effectively maintain ten full-service branch libraries which involve costly duplication of collections, services, and service hours. This is especially difficult if the Library expects to upgrade the quality of its service to the people of Saint Paul and accomplish this on a stringent budget.

(pp.74-76) 1. HBW has recommended, and the Task Force and Library staff concur, that branches be called "community libraries and that they be divided into such categories as:

Area Community Libraries

Scattered throughout the city, these would provide full branch service, including hours comparable to Central and an extensive reference and reading collection of print and non-print materials. These would be: Hayden Heights, Highland, Lexington, Sun Ray, and St. Anthony Park.

Neighborhood Community Libraries

The remaining branches would have smaller, more popular collections and shorter hours. Access would still be available to all the information and reference resources of the Central Library through telephone and daily service.

The Library staff is currently reviewing the functions of each branch, based on the community analysis and HBW recommendations, and has developed a more detailed plan for mission, hours, and collection for each branch.

2. Further, the Task Force recommends that the buildings at Arlington Hills and at Riverview be closed and that the service resources, mainly staff, from those agencies be used in those areas, but in more modest locations, i.e. in a multi-service Center, or a Community Center. Arlington Hills and Riverview were both built in 1917, both need repair and are hard to keep warm in winter; the buildings have the two lowest annual circulations in the library system. It is important to note that the resources saved by closing these two buildings are desperately needed within the library system and should not be lost to the general finances of the City of Saint Paul. For further discussion of this recommendation, see Recommendation #8 below, in this section.

Year of Implementation: 1982
Cost: none
Savings: on buildings alone, assuming staff will be transferred elsewhere:

1982 - $52,729
1983 - $58,002
1984 - $63,802
1985 - $70,182
1986 - $77,200

(p.87) 3. Provide 24 hour materials return for branch libraries.

All of the community libraries should provide 24-hour book return chutes for the public. Worry about getting materials back to the library on time was a principal barrier cited by nonusers in the Community Analysis, so book return facilities should be provided. At present, only the Central Library has a book return; the chutes were closed in the other libraries several years ago because of the threat of vandalism, especially fire. To implement this recommendation, reopen the existing book return chutes and either enclose them in fire-retarding units (closets) or provide commercially available, all-metal fire-deterrent return chutes and carts to protect against fires and other damage.

Years of Implementation and Cost

For commercial chutes:

1982	$7,000	for the area community libraries
1984	$8,450	for the remaining community libraries ($5,070 if two branches are closed)

(p.89) 4. **Study the structure and feasibility for repair of community library buildings**

This is one task the Task Force did not ask of the consulting team. A consultant should be hired to assess all branch buildings - energy usage, needed physical repair, possibilities for handicapped access, maintenance costs, and so on - before any cosmetic renovation is planned for.

Year of Implementation - 1982
Cost: $55,000

(p.89) 5. **Renovate and improve branch buildings identified in the HBW report, after a building evaluation has been done.**

Years of Implementation: 1982-1986
Cost: HBW has estimated these costs as up to $750,000 for five years, depending on the report from the building assessment.

(p.58) 6. **Design and implement a system of signs for the entire library system**

The signs are neither consistent, nor adequate in number, placement, or size at any of the library agencies. Signage at all agencies should be coordinated and attractive; the outdoor signs should relate to interior graphics and all should

help the consumer to see the Library as a welcoming, understandable place.
Year of Implementation: - 1982
Cost: $15,000

(pp.77-79) 7. Adjust staff levels in all branches in accordance with the formula recommended by HBW Associates. Adjust and stabilize the service hours of community libraries according to needs identified in the Community Analysis.

The Community Analysis indicated that needs are not consistent throughout the City in terms of hours. The Library staff is currently looking at possibilities for adjustment of program and hours - including the provision, possibly, of some Sunday hours - to individual community library areas.

The Task Force recommends the following staff additions for the community libraries:

Year Hired	Position	Cost
1982	3 Specialist I for Merriam, Rice St., St. Anthony	$ 50,701
	2 FTE Library Aides	17,457
1983	Library Assistant II for Highland	17,113
	1.5 Library Clerks: one for Highland and .5 for Sun Ray	17,703

(p.88) 8. Establish a "mini-library" service outlet in the downtown skyway system

There seems to be worthwhile demand for some type of facility within the enclosed, burgeoning downtown area of Saint Paul.

The Task Force is aware of the potential conflict of recommending that two neighborhood branch buildings be closed but a new service outlet be opened in the downtown. The rationale for this includes the following points:

- The buildings recommended for closing are old structures with no access for handicapped and with high maintenance costs because of needed repair. Further, these buildings have the lowest circulation of any of the branches in the city. There is evidence to suggest that their clientele might well be better served by providing library service in the multi-service centers located in those neighborhoods.
- The "mini-library" is a portable structure with very little ongoing maintenance cost since it stands in a mall; if it turns out not to be effective, it can be moved or sold. The outlet would provide minimal library service: a place to return books, to request books, to find the most basic ready reference; it would include a small browsing collection of popular fiction and nonfiction. Such an outlet brings library service to where people are: while these "mini-libraries" are new, the ones that do exist appear to help the other businesses in the area since they draw people.

The Task Force recommends that:

- The Library determine the best form and the best location for such service;
- That such a facility be opened in 1982 if funds can be raised for its start-up and support including the facility, staffing, and materials, for two years, from grants and aids outside of the City's General Fund;
- That this facility be carefully evaluated after two years and, if it appears to be serving the public well, that it become a regular part of the City's ongoing library budget, beginning in 1984.

Year of Implementation: 1982
Cost: 1982 $136,580, includes capital cost
1983 $ 42,000, maintainence level

(p.84) 9. The Tool Lending Library

HBW Associates recommends that the Tool Lending Library, located at Rice Street Branch, be closed, mainly because use of this facility is not open to all members of the community. The Task Force disagrees with this recommendation; as long as the funding continues to come from the Community Development Block Grant, the Task Force is convinced that Tool Lending is not an inappropriate function at this particular facility, and should be maintained.

E. LIBRARY ADMINISTRATION

HBW Associates has made a number of recommendations for internal readjustments of the library administration including changes in the reporting structure and the development of a Library "cabinet." These recommendations are currently under consideration by the Library administration. In addition, the Task Force recommends:

(p.138)
(pp.95-97) 1. Increase in the Library's public relations activity

With the elimination of publications and most of the public relations office, the Library has difficulty getting its message to the public. In this inflationary economy, the Library can help individuals more than ever by being an important source of free information on survival: information on everything from house weatherization to how to write a job resume, or seek a foundation grant, or plant an urban garden. But people cannot take advantage of these resources if they do not know about them. HBW, therefore, recommends that, at minimum, the Library publish an Annual Report to the public and develop a slide-tape presentation on Library service. HBW has outlined a program of training and activity for the Public Relations Officer who is now on the staff.

Year of Implementation: 1982
Cost: $4,500 - 1982;
$27,474 over five years, to cover publication costs of Annual Reports.
$6,000 - 1982, for Slide-Tape presentation.

(p.146) 2. Establish a Library Advisory Board appointed by the Mayor of Saint Paul and approved by the City Council

Saint Paul is one of the very few major cities in the United States that does not have some kind of Library Board which represents it to the city government. HBW comments:

> As a service organization, the Library will be a more responsive and responsible organization if a Library Board is established with broad, advisory responsibilities with regard to Library policy, planning, and fiscal operations including the operating budget and capital improvements for the Library. The Board members can provide a pipeline for citizen input on Library service and provide communications between the elected City officials and the Library.

HBW recommends a nine member Board with three year terms. The Task Force recommends that this be a Volunteer Board and that no payment be made to its members.

Year of Implementation: 1983
Cost: none

3. HBW has made many other suggestions in the field of administration which the Library staff has already studied and is considering or acting on, as matters of internal management. Some of these include:

(p.40) - Transfer responsibility for Community Library book selection to the Community librarians.

(p.101) - Provide tours of the Central Library.

(p.111) - Reorganize activities of circulation.

(p.134) - Reorganize Library "cabinet."

(p.156) - Develop performance appraisal rating methodology for staff, based on Library goals and objectives.

(p.158) - Review staff position classifications and simplify this system.

(p.188) - Develop service quality measurements to enable Library staff to evaluate the service provided to the public, over the next five years.

SUMMARY

This report represents eighteen months of work on the part of the volunteer Task Force, the Library staff, and the consultant team. Now, in May 1981, one cannot think possibly of a more difficult budgetary time for presenting recommendations, some of which would require new expenditures. In spite of the current crisis, the sun will rise tomorrow and the Task Force believes that the Library, as a source of information for living, as "the people's university," a genuinely democratic institution whose bounty is free of charge and available to everyone in the community, should not be allowed to lose its effectiveness because of lack of support.

Our final conclusion is that, in an economy of inflated costs and revenue, the Library cannot effectively maintain ten branches and Central and the Bookmobile - and do an effective job -on the amount of money available. Therefore, the Task Force recommends elimination of the two oldest branch buildings which also have the lowest circulations in the system (Arlington Hills and Riverview) and a close look at one other, Hamline, from the point of view of maintenance of the building and the availability, in that area, of Lexington and Merriam Park branches. It is recommended, however, that alternative service be offered for Arlington Hills and Riverview in more modest, multi-use facilities in these areas. Further, the Task Force recommends, as forcefully as it can, that the resources saved by closing uneconomical buildings, be plowed back into the Library budget: the purpose of such closings is to upgrade total service in the City, not to reduce it.

The Report recommends a number of new staff appointments. Shortage of staff now hampers the Library's programs. As the Administration carries out the consultant recommendations, some efficiencies will result, especially in Technical Services. The Task Force recognizes that new staff is the most financially punishing recommendation that it can make, yet the consulting team, the Library staff, and the Task Force all agree that staff additions are essential.

We also urge the City to improve the materials budget. By any standard, (comparison with other United States cities, comparison with cities in this area), Saint Paul has under funded materials purchases in the past. To not purchase books that are important to the collection, when they are published, leaves a permanent scar on the collection. If Saint Paul is to continue its tradition as a responsible public service institution, it cannot afford to let its materials budget lag.

The Citizens Task Force for the Library

The members of the Task Force include:

Humphrey Doermann, Chairman
President, The Bush Foundation

Robert S. Davis
Vice President, The Saint Paul Companies,
Retired

Cynthia R. Gardner (resigned in 1980)
Personnel, St. Mary's Hospital

Reatha Clark King
President, Metropolitan State University

Frank D. Marzitelli
Executive Director, St. Paul-Ramsey Arts and
Science Council

Erma E. McGuire
Assistant Superintendent, St. Paul Public
Schools

Richard A. Moore
Attorney, Moore, Costello and Hart

Truman W. Porter
Vice President, Midway National Bank

Peter P. Stumpf
Senator, Minnesota Legislature

Fred B. Williams
Director, Martin Luther King Center

Attending all meetings:

Peg O'Keefe
Staff of the Mayor

Lisa Rodin (beginning in October 1980)
Planning Department, City of Saint Paul

Gerald W. Steenberg
Director, Saint Paul Public Library

Kathleen A. Stachowiak
Assistant Director, Saint Paul Public
Library

Nancy R. Harris
Program Officer, The Saint Paul Foundation
Principal Staff to the Task Force

PARTICIPANTS AT A RETREAT
AT SPRING HILL CONFERENCE CENTER
SEPTEMBER 7-8, 1980
TO REVIEW CONSULTANT REPORT ON SAINT PAUL PUBLIC LIBRARY

Nina M. Archabal
Deputy Director
Minnesota Historical Society

William G. Asp
Director
Office of Public Libraries
Interlibrary Cooperation

** Larry Earl Bone
Director
Mercy College Library

** Lee B. Brawner
Director
Oklahoma City and County Metro
Library System

William Chait
Library Consultant

Judith Devine
Head of Reference
St. Paul Public Library

* Humphrey Doermann
President
The Bush Foundation

Sue Ellingwood
Acquisitions Librarian
St. Paul Public Library

Jeanne E. Fischer
Vice President
Friends of St. Paul Public
Library

** Gloria Glazer
HBW Associates

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** David M. Henington
Director
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Jerry Jenkins
Citizen Participation Coordinator
City of St. Paul

Thomas J. Kelley
Director
Dept. of Community Services,
St. Paul

Joseph Kimbrough
Director
Mpls. Public Library and Info. Ctr.

*Reatha Clark King
President
Metropolitan State University

William H. Kling
President
Minnesota Public Radio

*Frank Marzitelli
Director
St. Paul-Ramsey Arts & Sci. Council

Virgil F. Massman
Director
James Jerome Hill Reference Library

Roderick McDonald
Director
Dakota County Library

*Erma E. McGuire
Assistant Superintendent
St. Paul Public Schools

Elizabeth McMonigal
Supervisor, Highland Park
Branch Library

Peg O'Keefe
Office of the Mayor, St. Paul

*Truman W. Porter
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** Irene B. Hoadley
Director
Texas A&M University Libraries

Robert Rohlf
Director
Hennepin County Library

Richard Schroeder
Budget Director, City of St. Paul

Margie Sievert
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St. Paul Public Library

Virginia Stavn
Professional Assistant
Science and Industry Room

Gerald W. Steenberg
Director
St. Paul Public Library

* Peter Stumpf
Minnesota State Senate

David V. Taylor
Director, Minority/Special
Services Program
Macalester College

Emma Robbins
Head of Technical Services
St. Paul Public Library

Kathleen Tregilgas
Supervisor
St. Anthony Park Branch

Paul A. Verret
Executive Director
The St. Paul Foundation

Norman Vinnes
Director
Ramsey County Library

Mary Wagner
Dept. of Library Science
College of St. Catherine

**Richard L. Waters
Associate Director
Dallas Public Library

Rick Wiederhorn
Planning Division
City of St. Paul

Alice E. Wilcox
Director of MINITEX
Wilson Library, University of MN

Carole L. Williams
Supervisor of Extension
St. Paul Public Library

* Member of the Citizens' Task Force for the Library

** Member of HBW Associates Consultants

Costs

Income

The Study was financed through gifts to the City of Saint Paul from three organizations, in the following amounts:

The Saint Paul Foundation	$45,000
Minnesota Foundation, Perrie Jones Library Fund	23,000
Friends of the Saint Paul Public Library	20,000
	$88,000

Expense

These amounts were expended:

Consultants	$38,000
The Saint Paul Foundation Staff	20,000
Library Staff	16,000
Community Analysis materials	5,000
Office Costs	4,000
Retreat for 44 people	3,000
Other	2,000
	$88,000

PROJECTED "NO GROWTH" BUDGETS FOR SAINT PAUL PUBLIC LIBRARY; 1981-1986

Following is the actual budget for the Public Library for 1981, and "no growth" projections for the years 1982 through 1986. The budgets are based on the following assumptions:

1. FY 1981 provides the base year
2. Projected budgets for 1982-1986 provide for:

   no expansion in these years
   no new programs
   no new positions
   no fringe benefits

3. An inflationary factor is included, for each year, however:

   10% on salaries, services, materials (other than Library materials), equipment

   20% on Library materials

While the picture projected is perhaps not a cheerful one, the Task Force believes this is a realistic assessment of the cost of keeping the Library at status quo for the next five years.

BASE YEAR

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1981

	General Fund	Library Spec. Rev.	Library Aids & Grants	Perrie Jones	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$3,712,492						$3,712,492
Fees, Sales, Serv.; Assets		$80,000					80,000
Intergovernmental							
MELSA			$140,000 *				140,000
State Dept. of Education			8,359 **				8,359
State Inter-Lib. Loan					140,000		140,000
Contributions				$2,500			2,500
Interest Earned						400	400
Total	$3,712,492	$80,000	$148,359	$2,500	$140,000	$400	$4,083,752
EXPENDITURES							
*** Salaries	2,777,838 *		120,000	2,500	88,000		2,988,338
Services	242,626	80,000	8,359		50,100		381,085
*** Materials	623,934				4,800	400	629,134
Capital Outlay (Equip.)	68,094						68,094
Total	$3,712,492	$80,000	$128,359	$2,500	$142,900	400	$4,066,651

* To be deposited to City

** Newspaper Index Project

*** Incl. Materials budget of $375,500

Due to a recently imposed hiring freeze, if any vacancies occur, there will be unspent salary money at the end of the year.

Attachment A
Page 2

17A/L

Projected Budget
No expansion
No new programs
No new positions
Inflationary factor
applied (see below)
No fringe benefits

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1982

	General Fund	Library Spec. Rev.	Library Aids & Grants	Friends	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$ 4,121,290						$ 4,121,290
Fees, Sales, Serv.,		$100,000					$100,000
Assets							
Intergovernmental							
*** MELSA			XXXXX				
State Dept. of Education							
State Inter-Lib. Loan					$140,000		$140,000
Contributions				$60,000			60,000
Interest Earned						400	400
TOTAL	$4,121,290	$100,000		$60,000	$140,000	$400	$4,421,690
EXPENDITURES							
Salaries	3,055,622				96,800		3,152,422
* Services	266,888			20,000	38,880		325,768
** Materials	723,877	100,000		20,000	4,320	400	848,597
Capital Outlay (Equipment)	74,903			20,000			94,903
TOTAL	$4,121,290	$100,000		$60,000	$140,000	$400	$4,421,690

* Services e.g. professional services; communications; printing; repairs to equipment; rentals....

** Materials e.g. repairs/maintenance of buildings & grounds; supplies; heat, powers & water
Incl. Materials budget of $450,600.

*** To be deposited directly to the City: (Based on average of payments 1977-80, with adjustment for difference in basic support based on population, this will amount to approximately $138,500 per year.)

Inflation Factors: Salaries , services, materials other than Library materials, equipment: 10%
Library materials: 20%

Attachment A
Page 3

Projected Budget
No expansion
No new programs
No new positions
Inflationary factor
applied (see below)
No fringe benefits

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1983

	General Fund	Library Spec. Rev.	Library Aids & Grants	Friends	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$4,578,478						$4,578,478
Fees, Sales, Serv.,		$100,000					$100,000
Assets							
Intergovernmental							
*** MELSA			XXXXX				
State Dept. of Education							
State Inter-Lib. Loan					$140,000		140,000
Contributions				$60,000			60,000
Interest Earned						400	400
TOTAL	$4,578,478	$100,000		$60,000	$140,000	$400	$4,878,878
EXPENDITURES							
Salaries	3,361,184				106,480		3,467,664
* Services	293,576			20,000	30,168		343,744
** Materials	841,325	100,000		20,000	3,352	400	965,077
Capital Outlay (Equipment)	82,393			20,000			102,393
TOTAL	$4,578,478	$100,000		$60,000	$140,000	$400	$4,878,878

* Services e.g. professional services; communications; printing; repairs to equipment; rentals....

** Materials e.g. repairs/maintenance of buildings & grounds; supplies; heat, powers & water
Incl. Materials budget of $540,720.

*** To be deposited directly to the City: (Based on average of payments 1977-80, with adjustment for difference in basic support based on population, this will amount to approximately $138,500 per year.)

Inflation Factors: Salaries , services, materials other than Library materials, equipment: 10%
Library materials: 20

Attachment A
Page 4

Projected Budget
No expansion
No new programs
No new positions
Inflationary factor
applied (see below)
No fringe benefits

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1984

	General Fund	Library Spec. Rev.	Library Aids & Grants	Friends	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$5,090,397						$5,090,397
Fees, Sales, Serv.,		$100,000					100,000
Assets							
Intergovernmental							
*** MELSA			XXXXX				
State Dept. of Education							
State Inter-Lib. Loan					$140,000		140,000
Contributions				$60,000			60,000
Interest Earned						400	400
TOTAL	$5,090,397	$100,000		$60,000	$140,000	$400	$5,390,797
EXPENDITURES							
Salaries	3,697,302				117,128		3,814,430
* Services	322,933			20,000	20,585		363,518
** Materials	979,530	100,000		20,000	2,287	400	1,102,217
Capital Outlay (Equipment)	90,632			20,000			110,632
TOTAL	$5,090,397	$100,000		$60,000	$140,000	$400	$5,390,797

Attachment A
Page 5

* Services e.g. professional services; communications; printing; repairs to equipment; rentals....

** Materials e.g. repairs/maintenance of buildings & grounds; supplies; heat, powers & water
Incl. Materials budget of $648,864.

*** To be deposited directly to the City: (Based on average of payments 1977-80, with adjustment for difference in basic support based on population, this will amount to approximately $138,500 per year.)

Inflation Factors: Salaries , services, materials other than Library materials, equipment: 10%
Library materials: 20%

17A/L

Projected Budget
No expansion
No new programs
No new positions
Inflationary factor
applied (see below)
No fringe benefits

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1985

	General Fund	Library Spec. Rev.	Library Aids & Grants	Friends	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$5,664,323						$5,664,323
Fees, Sales, Serv.,		$100,000					100,000
Assets							
Intergovernmental							
*** MELSA			XXXXX				
State Dept. of Education							
State Inter-Lib. Loan					$140,000		140,000
Contributions				$60,000			60,000
Interest Earned						400	400
TOTAL	$5,664,323	$100,000		$60,000	$140,000	$400	$5,964,723
EXPENDITURES							
Salaries	4,067,032				128,840		4,195,872
* Services	355,226			20,000	10,044		385,270
** Materials	1,142,370	100,000		20,000	1,116	400	1,263,886
Capital Outlay (Equipment)	99,695			20,000			119,695
TOTAL	$5,664,323	$100,000		$60,000	$140,000	$400	$5,964,723

* Services e.g. professional services; communications; printing; repairs to equipment; rentals....

** Materials e.g. repairs/maintenance of buildings & grounds; supplies; heat, powers & water
Incl. Materials budget of $778,637.

*** To be deposited directly to the City: (Based on average of payments 1977-80, with adjustment for difference in basic support based on population, this will amount to approximately $138,500 per year.)

Inflation Factors: Salaries , services, materials other than Library materials, equipment: 10%
Library materials: 20%

Projected Budget
No expansion
No new programs
No new positions
Inflationary factor
  applied (see below)
No fringe benefits

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDING DECEMBER 31, 1986

	General Fund	Library Spec. Rev.	Library Aids & Grants	Friends	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	$6,868,768						$6,868,768
Fees, Sales, Serv.,		$100,000					100,000
Assets							
Intergovernmental							
*** MELSA			XXXXX				
State Dept. of Education							
State Inter-Lib. Loan					$140,000		140,000
Contributions				$60,000			60,000
Interest Earned						400	400
TOTAL	$6,868,768	$100,000		$60,000	$140,000	$400	$7,169,168
EXPENDITURES							
Salaries	4,473,735				126,829 (assumes 3 FTE instead of 4 lay-off one clerk)		4,600,564
* Services	390,748			20,000	11,853		422,601
** Materials	1,894,620	100,000		20,000	1,318	400	2,016,338
Capital Outlay (Equipment)	109,665			20,000			129,665
TOTAL	$6,868,768	$100,000		$60,000	$140,000	$400	$7,169,168

* Services e.g. professional services; communications; printing; repairs to equipment; rentals....

** Materials e.g. repairs/maintenance of buildings & grounds; supplies; heat, powers & water
Incl. Materials budget of $934,364.

*** To be deposited directly to the City: (Based on average of payments 1977-80, with adjustment for difference in basic support based on population, this will amount to approximately $138,500 per year.)

Inflation Factors: Salaries , services, materials other than Library materials, equipment: 10%
Library materials: 20%

Attachment A
Page 7

SUMMARIES OF TASK FORCE RECOMMENDATIONS

Following are two sets of summaries of recommendations.

A. Summaries of Task Force recommendations, in priority order, by year, in two schedules:

(p.2) 1. Non-Recurring Expenditures

2. Ongoing Recommendations

B. Recommendations listed according to the categories used in the City budget for the Library. These schedules include the following:

(p.4) 1. Summary of the costs, listed by year, by the City budget categories, of:

- SPPL "no growth" projections
- Consultant (HBW) recommendations
- Task Force (TF) recommendations
- Total projected cost for the Library carrying out HBW or Task Force recommendations

(p. 5-10) 2. Each page covers one budget category and lists all HBW and Task Force recommendations by year and cost.

Because HBW made their recommendations in 1980, they made schedules for 1981 through 1985. Since the 1981 budget was already in operation by the time the Report was completed, Task Force staff, in devising these schedules, moved the HBW recommendations ahead by one year and added a 10% inflationary factor. For this reason these figures do not always agree with the HBW figures in An Era of Anticipation.

SUMMARY OF TASK FORCE RECOMMENDATIONS BY YEAR: NON-RECURRING

1982	1983	1984	1985	1986
RECOMMENDATIONS FOR NON-RECURRING EXPENDITURES				
Develop new selection and acquisition policy (cost covered by grant)				
Install theft detection system: $ 25,550 Highland and Sun Ray	Theft detection: $40,733 Hayden Hts., Lexington, Merriam Park, St. Anthony Park	Theft detection: $15,789 Rice St., Hamline		
Establish 24 hr. book return chutes: $ 7,000 Hayden Hts., Highland, Lexington, Sun Ray, St. Anthony Park		Book return chutes: $5,070 Hamline, Merriam Park Rice St.		
Study of building structures: hire a consultant: $ 55,000				
Rearrange Central Library, including depts. and services. Establish Film/Video Dept. Plan & initial phase: $10,000	Implement Central plan: $30,000	Implement Central plan: Consider locating some library services outside the main building: $30,000		Re-evaluate need to plan a new Central building
Locate support services near each other: $7,500				
Examine & mechanize technical procedures with help of a consultant: $11,000				
Develop slide/tape show on Library services: $ 6,000				
Plan new signage for all agencies	Implement signage plan: $15,000			
Review 1980 Census Data $ 500				
Plan branch renovation in accordance with results of buildings study, then implement: $150,000	Branch renovation $150,000	Branch Renovation $150,000	Branch Renovation $150,000	Branch Renovation $150,000

17A/H9.

SUMMARY OF TASK FORCE RECOMMENDATIONS BY YEAR: ONGOING

1982	1983	1984	1985	1986
ONGOING RECOMMENDATIONS: EACH OF THESE, IF AN EXPENSE IS INVOLVED, CONTINUES TO BE A PART OF THE ANNUAL BUDGET				
Change focus to become a Reference & Research Center →				
Recruit at national level $ 4,000 →				
Add staff: Chief of Central 29,124 7.5 other staff for Central 97,280 5 staff, branches 68,158	Add staff: 4 in Central $ 57,585 3 in branches 34,816	Add staff: 2 in Central $ 48,819	Add staff: 1 in Central $ 14,279 →	
Increase materials budget to 15% of total budget Increment: $3,400 Total for materials: $454,000	Increment: $ 37,280 Total for materials: $578,000	Increment: $ 76,136 Total for materials: $725,000	Increment: $118,363 Total for materials: $897,000	Increment: $179,000 Total for materials: $1,113,364
Plan for automated circulation system Plan in cooperation with MELSA, with beginning of implementation possibly in 1984. →				
Hire ongoing automation consulting service $10,000 →	Expand computer-assisted reference $ 14,300 →			
Publish Annual Report $ 4,500 →				
Adjust branch service include some Sunday hours $27,500 →	Provide 2 new Bookmobile stops: Lexington at Randolph & at St. Clair (no cost) →			
Establish "mini-library" in the Skyway: $136,580 one time cost	Maintain mini-library $ 42,000 →			
	Plan Library Advisory Board for the City of Saint Paul	Establish Library Advisory Board →		
Support staff study to develop subject specialists in the Library $ 11,000 → 17A/MB.				

Attachment B
Page 3

SUMMARY OF HBW AND TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
Salaries					
SPPL - No growth projection	$3,152,422	$3,467,664	$3,814,430	$4,195,872	$4,600,564
HBW Additions	213,383	234,720	472,579	519,837	752,335
Total with HBW	3,365,805	3,702,384	4,287,009	4,715,709	5,352,899
Task Force Additions	194,562	306,418	411,016	466,395	513,034
Total with T. F.	3,346,984	3,774,082	4,225,446	4,662,267	5,113,598
Services					
SPPL - No growth projection	325,768	343,744	363,518	385,270	422,601
HBW Additions	65,730	207,618	119,930	131,611	144,361
Total with HBW	391,498	551,362	483,448	516,881	566,962
Task Force Additions	211,130	118,900	130,590	143,349	157,283
Total with T. F.	536,898	462,644	494,108	528,619	579,884
Materials (Books & supplies, heat, power, repair/maint. of bldgs, etc.)					
SPPL - No growth projection	848,597	965,077	1,102,217	1,263,886	2,016,338
HBW Additions (books only)	3,400	37,280	76,136	118,363	179,000
Total with HBW	851,997	1,002,357	1,178,353	1,382,249	2,195,338
Task Force Additions	3,400	37,280	76,136	118,363	179,000
Total with T. F.	851,997	1,002,357	1,178,353	1,382,249	2,195,338
Equipment (Capital Outlay)					
SPPL - No growth projection	94,903	102,393	110,632	119,695	129,665
HBW Additions	37,460	27,960	37,930	9,000	0
Total with HBW	132,363	130,353	148,562	128,695	129,665
Task Force Additions	32,550	55,733	20,859	0	0
Total with T. F.	127,453	158,126	131,491	119,695	129,665
GRAND TOTAL					
SPPL - No growth projection	4,421,690	4,878,878	5,390,797	5,964,723	7,169,168
HBW Additions	319,973	507,578	706,575	778,811	1,075,696
Total with HBW	4,741,663	5,386,456	6,097,372	6,743,534	8,244,864
Task Force Additions	456,642	503,331	638,601	728,107	849,317
Total with T. F.	4,878,332	5,382,209	6,029,398	6,692,830	8,018,485
SAVINGS					
Close two branch buildings	52,729	58,002	63,802	70,182	77,200
Recommended to come from grants	147,580	54,000	36,100	14,000	15,000
TOTAL SAVINGS	200,309	112,002	99,902	84,182	92,200
PROJECTED LIBRARY CITY BUDGET	4,678,023	5,270,207	5,929,496	6,608,648	7,926,285
CAPITAL EXPENDITURES (from CIB)					
HBW Recommendations	442,000	150,000	150,000	150,000	150,000
Task Force Recommendations	222,500	180,000	180,000	150,000	150,000

17A/M1.

Rec #	Page in HBW Report	HBW RECOMMENDATIONS: See next page for Task Force Recommendations	1982	1983	1984	1985	1986
		SALARIES					
052	136	Admin. Assistant	$ 20,173	$ 22,190	$ 24,409	$ 26,850	$ 29,535
TS1	107	Technical Services Chief	29,124	32,036	35,240	38,764	42,640
CL1	53	Chief of Central	29,124	32,036	35,240	38,764	42,640
ES1	74	Community Libraries					
		2.7 FTE - Librarian I	54,467	59,914	65,905	72,496	79,746
		6.3 FTE - Clerk I	71,192	78,311	86,142	94,756	104,232
		1 FTE - Aide	9,303	10,233	11,256	12,382	13,620
CL7	59	Central Staff					
		3.69 FTE - Librarian I			90,069	99,076	108,984
		2.2 FTE - Spec. I			47,672	52,439	57,683
AT7	124	AV position: Chief (Libn. III)			29,995	32,994	36,293
		Technician (Lib. Asst. III)			20,072	22,079	24,287
CR6	102	PIO Secretary - Clerk Typist II			15,745	17,320	19,052
		.5 Spec. I			10,834	11,917	13,109
CL8	65	Increased schedule for Central					
		1.9 FTE - Librarian I					56,114
		1.4 FTE - Specialist I					36,707
		2.4 FTE - Assist. I					54,996
		1,500 Aide hours					9,783
CR7	103	Display Technician - Lib. Asst. I					22,914
		TOTALS	$213,383	$234,720	$472,579	$519,837	$752,335

17A/M2.

Attachment B
Page 5

Rec. #	Page in HBW Report	TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
		SALARIES					
OS2	136	Administrative Assistant	-	-	$ 25,137	$ 27,650	$ 30,415
TS1	107	Technical Services Chief	$ 25,865	$ 28,451	31,296	34,425	37,867
CL1	53	Chief of Central	29,124	32,036	35,240	38,764	42,640
LIBRARY STAFF ESTIMATE OF NEEDS FOR THE NEXT FIVE YEARS, BASED ON HBW INFORMATION: ARRANGED BY AGENCY & STAFF LEVEL		3 Specialist 1-Merriam, Rice St., St. Anthony	50,701	55,771	61,348	67,483	74,231
		3 Lib. Clerk - Ref., film/video, PKB Lib.	32,185	35,404	38,944	42,838	47,122
		Library Asst. - Film/Video	13,994	15,393	16,932	18,625	20,488
		4 FTE Library Aides	34,914	38,405	42,246	46,471	51,118
		.5 Library Asst. II, Inter lib. Loan	7,779	8,557	9,413	10,354	11,389
		Lib. Asst. II, Highland	-	17,113	18,824	20,706	22,777
		3.5 Lib. Clerks: Highland; Cat. Info; Sci & Ind; ½ Sun Ray	-	41,305	45,436	49,980	54,978
		Lib. Asst. - Gov. Pub.	-	15,393	16,932	18,625	20,488
		Lib. Spec. - Science & Industry	-	18,590	20,449	22,494	24,743
		2 Lib. I, Ref. and Circ.	-	-	48,819	53,701	59,071
		Library Clerk - Request Service	-	-	-	14,279	15,707
		TOTAL TASK FORCE RECOMMENDATION	$194,562	$306,418	$411,016	$466,395	$513,034

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17A/M7.

Rec. #	Page in HBW Report	HBW RECOMMENDATIONS AND TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
		SERVICES					
OS3	138	Annual Report (HBW)	$ 8,800	$ 9,680	$ 10,648	$ 11,713	$ 12,884
		Task Force recommendations	4,500	4,950	5,445	5,990	6,589
OS4	139	Meetings (HBW)	550	605	665	731	804
		TF	-	-	-	-	-
P1	155	Recruit beyond region (HBW)	550	605	665	731	804
		TF	4,000	4,400	4,840	5,324	5,856
CD5	41	* Develop subject specialists (HBW)	11,000	12,000	13,000	14,000	15,000
		TF	*11,000	*12,000	*13,000	*14,000	*15,000
CR2	95	Goals and obj. for Public Information Office: Slide/Tape Presentation (HBW)	1,100	-	-	-	-
		TF	6,000	-	-	-	-
		PIO Library (HBW)	330	100	100	100	100
		TF	-	-	-	-	-
ES2	81	58 and 51 Hr. Branch Service (HBW)	27,500	30,250	33,275	36,602	40,262
		TF (including some Sunday Service)	27,500	30,250	33,275	36,602	40,262
ES5	85	Two new Bookmobile Stops (HBW)	500	-	-	-	-
		TF	-	-	-	-	-
AT6	123	Expand computer - assisted reference (HBW)	-	14,300	15,730	17,303	19,033
		TF	-	14,300	15,730	17,303	19,033
ES8	88	* Establish Skyway Library (HBW)	-	136,580	42,000	46,200	50,820
		TF	*136,580	*42,000	46,200	50,820	55,902
OS8	146	Establish Libr. Advisory Board (HBW)	3,850	3,498	3,847	4,231	4,654
		TF	-	-	-	-	-
TS2	108	Consultant on Catalog procedures (HBW)	11,000	-	-	-	-
		TF	11,000	-	-	-	-
EP3	189	Review data from 1980 Census: Computer software (HBW)	550	-	-	-	-
		TF	550	-	-	-	-
		Systems Analyst consultation (HBW)	-	-	-	-	-
		TF	10,000	11,000	12,100	13,310	14,641
		TOTALS (HBW)	$65,730	$207,618	$119,930	$131,611	$144,361
		TOTALS (TF)	$211,130	$118,900	$130,590	$143,349	$157,283

* Funds to be raised from grants

Rec. #	Page in HBW Report	HBW RECOMMENDATIONS AND TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
		LIBRARY MATERIAL					
F3	181	Materials (beyond what is anticipated as keeping the budget at its current level plus inflation factor) (HBW)	$ 3,400	$ 37,280	$ 76,136	$ 118,363	$ 179,000
		TF	3,400	37,280	76,136	118,363	179,000
		TOTALS (HBW)	$ 3,400	$ 37,280	$ 76,136	$ 118,363	$ 179,000
		TOTALS (TF)	$ 3,400	$ 37,280	$ 76,136	$ 118,363	$ 179,000
		("No growth" expenditure for Library materials - print and non-print materials)	$450,600	$540,720	$648,864	$778,637	$934,364
		Total to be spent on library materials	$454,000	$578,000	$725,000	$897,000	$1,113,364

17A/M5.

Rec. #	Page in HBW Report	HBW RECOMMENDATIONS AND TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
		EQUIPMENT (Capital Outlay)					
AT2	118	Theft Detection System (HBW)	$ 30,460	$27,960	$ 14,460	-	-
		TF	25,550	40,733	15,789	-	-
ES7	87	24 Hr. Return Boxes					
		Area Libraries (HBW)	7,000	-	-	-	-
		TF	7,000	-	-	-	-
		Neighborhood Libraries (HBW)	-	-	8,470	-	-
		TF	-	-	5,070	-	-
CR7	103	Displays (HBW)	-	-	-	$ 9,000	-
		TF	-	-	-	-	-
CL6	58	Library Signage (HBW)	-	-	15,000	-	-
		TF	15,000	-	-	-	-
		TOTALS (HBW)	$37,460	$27,960	$37,930	$9,000	-
		TOTALS (TF)	$32,550	$55,733	$20,859	-	-

17A/M4.

Rec. #	Page in HBW Report	HBW RECOMMENDATIONS AND TASK FORCE RECOMMENDATIONS	1982	1983	1984	1985	1986
		CAPITAL EXPENDITURES					
ES9	89	Branch Renovation (HBW)	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000
		TF	150,000	150,000	150,000	150,000	150,000
ES6	86	Alter Lexington Branch (HBW)	176,000	-	-	-	-
		TF	-	-	-	-	-
CL4	56	Relocate Admin. and Tech. Services (HBW)	3,500	-	-	-	-
		TF	-	-	-	-	-
TS6	112	Place Technical and Support Services next to each other (HBW)	7,500	-	-	-	-
		TF	7,500	-	-	-	-
CL5	57	Rearrange Central (HBW)	50,000	-	-	-	-
		TF (consider relocating some depts. outside of Central)	10,000	30,000	30,000	-	-
ES9	89	Study of Building Structures (HBW)	55,000	-	-	-	-
		TF	55,000	-	-	-	-
		TOTALS (HBW)	$442,000	$150,000	$150,000	$150,000	$150,000
		Totals (TF)	$222,500	$180,000	$180,000	$150,000	$150,000

17A/M6.

Attachment B
Page 10

An Era of Anticipation

The Saint Paul Public Library

Service and Response to Change

February 1981

HBW Associates
Library Planners and Consultants
2510 Telegraph
Dallas, Texas 75228

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February 25, 1981

Mr. Humphrey Doermann
Chairman
Citizens' Task Force for the Library
c/o The Bush Foundation
E-900 First National Bank Building
Saint Paul, Minnesota 55101

Dear Mr. Doermann:

On behalf of HBW Associates I am pleased to transmit to you this study and report of the Saint Paul Public Library, AN ERA OF ANTICIPATION: Saint Paul Public Library, Service Response to Change.

HBW Associates staff believes that the programs, plans and recommendations identified in this study, when combined with the preliminary reports and the community analysis, provide the foundation upon which the City of Saint Paul and its citizens can build excellent public library services in the years ahead.

We wish to acknowledge the cooperation and support extended to us by the Citizens' Task Force for the Library, Nancy Harris, City of Saint Paul staff, and Gerald Steenberg and other members of the Library staff.

Thank you.

Richard L. Waters

Richard L. Waters
Partner-in-Charge

Encl.

2510 Telegraph Dallas, Texas 75228 214/ 328-2043

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EXECUTIVE SUMMARY

The recommendations listed in Chapters V - XIV are listed in priority order within each chapter. The recommendation number, e.g., Collection Development CD 1, is keyed to the Executive Summary. The recommendations in the Summary are in priority order by date of implementation.

The Date of Implementation given for each recommendation is the date that the consultants recommend that work begin on implementing the particular recommendation.

Cost figures are (1) based on 1980 prices, then (2) unless otherwise noted, inflated at an annual rate of 9.86% (the five-year—November 1975 - June 1980—annual average increase of the Minneapolis-Saint Paul Consumer Price Index as reported by the Bureau of Labor Statistics, U.S. Department of Labor), then (3) compounded (when the implementation date is 1982 or later).

When the cost of a recommendation is stated as "No cost" the implication is that the consultants believe that the Library is capable of absorbing the cost without incuring additional expense.

The consultants believe there are ten principal recommendations. The first—and most important—is to determine the mission of the Saint Paul Public Library. This is the overarching recommendation of this study. There follows nine other recommendations which are most essential. Not all of these are recommended for 1981 implementation.

Recommendation CD 1

WRITE A WELL-DEFINED SELECTION AND ACQUISITIONS POLICY, WITH SHORT-TERM AND LONG-TERM DECISIONS.

Rationale

The formulation of a collection development policy—a policy which will be frequently consulted—is a task to which the Library staff should give immediate attention. No important collection development efforts can be achieved without a clear policy. The policy should identify institutional objectives, environmental characteristics, user groups, forms of materials and desired acquisition levels. The current "Materials Selection Policy for the St. Paul Public Library" does not seem to meet these criteria and, therefore, is limited as a working document. A policy should be worthy of constant reference; not just forgotten words on paper. And while it is an underlying assumption that the policy will endorse and support the tenets of intellectual freedom, this is not its only reason for existence. The Selection Policy should be a blueprint for action that is consulted regularly. A substantive selection policy, reflecting clearly-focused goals and objectives, should include hard decisions on what the Library will and will not collect. In short, it should reflect the Library's priorities.

Date of Implementation

1981.

Recommendation P 1

RECRUIT BEYOND THE REGION TO THE NATIONAL LEVEL FOR PROFESSIONAL POSITIONS (LIBRARIAN I AND ABOVE).

Rationale

"The state of the art" in librarianship continues to change. New technology, new challenges, new problems and new opportunities for service emerge throughout the library world—in many cases, faster than a single institution can perceive them, meet them or benefit from them. Some metropolitan library systems, fortunate in their ability to compete for personnel because of their salary schedules and working environments, are finding their capacity for adapting to change is enhanced by the infusion of personnel from outside their city or region. The Saint Paul Public Library is one of those

Recommendation

DEVELOP THE SAINT PAUL PUBLIC LIBRARY, VIA ITS CENTRAL FACILITY, AS A GENERAL REFERENCE AND RESOURCE CENTER WHOSE PRIMARY PURPOSE WOULD BE TO MEET THE INFORMATIONAL NEEDS OF SAINT PAUL CITIZENS OF ALL AGES AND EDUCATIONAL LEVELS.

Rationale

Before the Saint Paul Public Library can begin to make meaningful progress, it must first determine what kind of library it wishes to be. Such a decision must be carefully made, must involve the majority of the staff in a "goals and objectives" process, and must receive the endorsement of the majority of the staff. Without such staff involvement in the decision-making process, there can be little hope that the direction selected, whatever it may be, will be followed. Once that decision is made, every other decision arrived at by the Library and the City must be made with the understanding that the chosen direction is being pursued. Any deviation will only serve to harm the Library—and the citizens who look to the Library for assistance in their pursuit of Library-supplied information and materials. The Central Library will be the pivotal point for the direction decision. Extension services will take the direction from the Central Library.

From an information center, Saint Paul citizens would come to expect a wide range of knowledge that may be gained from print and non-print sources in the Library's collections, as well as from sources outside the collection. The informational role for a modern public library is a complex one. Those concerned with its interpretation must be sensitive to the many levels of knowledge which are available and the avenues by which it may be successfully pursued. The informational role, as distinct from the other roles often ascribed to public libraries (e.g., educational, cultural, recreational) needs to be stressed and to be promoted. The Library should emphasize personal assistance, to let all Saint Paul citizens know that the Saint Paul Public Library can and will help all ages and educational levels.

From an operational standpoint, a decision to become an information center will highlight the need for resource sharing within the system. The lending of library materials for home and office use will be heaviest in the community libraries. Reference work will be predominant in the Central Library. As a library system, there will be linkage via technology, policies, procedures and management practice.

Date of Implementation

1981-1985.

fortunate institutions; i.e., its salary structure is competitive on a national scale. It should, therefore, canvass the national "labor market" when certain key, professional positions become vacant, and interview qualified candidates from outside the region as well as those from within. In the immediate future, there are at least three such positions deserving this kind of cosmopolitan recruiting effort: Chief of the Central Library, Chief of Technical Services, and Chief of Audio-Visual Services.

Date of Implementation

1981.

Recommendation CL 1

ESTABLISH A NEW LINE POSITION, CHIEF OF THE CENTRAL LIBRARY, REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

There is a strong need to bring the Central Library public service functions under one management offering improved coordination and relationships between departments and a renewed purpose for the library. Recruitment should be at the national level.

Date of Implementation

1981.

Recommendation TS 1

CREATE A NEW ORGANIZATIONAL STRUCTURE, PLACING ALL TECHNICAL SERVICE ACTIVITIES UNDER A CHIEF OF TECHNICAL SERVICES, REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

One of the problems now is the lack of a clearly-defined structure with a logical hierarchy. Grouping similar activities has the advantage of creating a strength where diversity now exists. The position of Chief should be of equal rank to the Chief of Extension Services and the proposed Chief of the Central Library. Recruiting for the post should be at the national level.

Date of Implementation

1981.

Recommendation ES 1

ADOPT THE CONCEPT OF COMMUNITY LIBRARIES, INCLUDING FIVE AREA AND FIVE NEIGHBORHOOD LIBRARIES: PROVIDE STAFFING ALLOCATIONS BASED ON THESE SERVICE CRITERIA: NUMBER OF REFERENCE/READER'S ADVISORY WORK STATIONS, HOURS OF SERVICE, CIRCULATION, AND NON-PUBLIC SERVICE DUTIES FOR PROFESSIONAL STAFF.

Rationale

The Library's operating budget cannot effectively sustain ten, full-service, major community libraries due to the costly duplication of collections, services, service hours and related staff. To reduce this duplication, the system's extension resources should develop the largest, strategically-located, library facilities in the best condition into area Community Libraries. There would be five area libraries: Hayden Heights, Highland Park, Lexington, St. Anthony Park and Sun Ray.

The smaller and less effective libraries should be renovated and converted into neighborhood Community Libraries; they should have smaller collections emphasizing popular current books and materials. The Arlington Hills, Hamline, Merriam Park, Rice Street and Riverview buildings should serve as neighborhood Community Libraries. They should have fewer reference materials and periodicals (including back issues), provide less programming, offer fewer service hours and have correspondingly smaller staffs than the area Community Libraries. They should depend on the area Community Libraries and the Central Library to provide needed specialized materials through referrals and intralibrary loan.

For staffing purposes, the recommended service criteria provide the basis for assigning, monitoring, and reallocating Community Library staff members on an equitable, measurable basis; the resulting staff allocations will correlate staff resources with public service needs. Detailed descriptions of the service criteria follow.

—Allocation for Librarians and Library Specialists (including Head of the Community Library)

The allocation is based on the number of reference stations (public service desks such as adult reference and children's services, excluding the circulation desk), and the number of hours the library is open for service. The allocation includes an allowance for these staff to perform their non-public service duties, such as materials selection, collection maintenance, program planning and programming, community contacts, in-service training, etc.

—For Small Community Libraries Assuming 51 Hours of Service Weekly and One Reference Station:

—Assign one full-time equivalent (FTE) Librarian or Library Specialist for each 25 hours the library is open. This is a basic staff allocation regardless of the library's annual circulation. This requires 2 FTE Librarians or Library Specialists. For libraries with an annual circulation in excess of 200,000, provide an additional Librarian or Library Specialist staff on the basis of .5 FTE for each additional 50,000 annual circulation.

—For Principal Community Libraries Assuming 58 Hours of Service Weekly and Two Reference Stations:

—Assign .75 FTE Librarian or Library Specialist for each Reference Station for each 25 hours the library is open. This is a basic staff allocation regardless of the library's annual circulation. This requires 3.5 FTE Librarians or Library Specialists. For libraries with an annual circulation in excess of 200,000, provide an additional Librarian or Library Specialist on the basis of .5 FTE for each additional 50,000 annual circulation.

—Allocation for Library Assistants and Library Clerks (Assuming no on-line circulation system)

—For All Community Libraries Regardless of the Number of Weekly Service Hours:

—Assign at least two FTE Library Assistants or Library Clerks to each library or one FTE per each 40,000 annual circulation up to 160,000 annual circulation, whichever FTE number is larger. Provide additional Library Assistants or Library Clerks on the basis of .5 FTE for each 40,000 annual circulation in excess of 160,000.

—Allocation for Library Aides

—For All Community Libraries Regardless of the Number of Weekly Service Hours:

—The Library Aides primarily sort and re-shelve library materials and perform a variety of other support duties. The number of Library Aide hours assigned is based on the approximate number of volumes or materials that can be sorted and shelved per hour—plus an allowance for other duties—and is determined by the library's circulation. Allocate Library Aide hours on the basis of one hour annually for each 60 volumes of annual circulation.

Date of Implementation

1981.

Recommendation CL 3

ESTABLISH A NEW ORGANIZATIONAL STRUCTURE FOR COLLECTIONS AND SERVICE AS FOLLOWS:

- —BUSINESS, SCIENCE AND SOCIAL SCIENCE DEPARTMENT (THIS WOULD SERVE AS THE UMBRELLA FOR GENERAL FUNCTIONS SUCH AS INTERLIBRARY LOAN, TELEPHONE REFERENCE, COMPUTER-BASED BIBLIOGRAPHIC SEARCHING AND NEWSPAPER INDEXING SERVICE).
- —HUMANITIES DEPARTMENT
- —ART AND MUSIC DEPARTMENT
- —FILMS AND VIDEO DEPARTMENT
- —CHILDREN'S DEPARTMENT
- —CIRCULATION CONTROL SECTION (AS A COMPONENT OF TECHNICAL SERVICES)

Rationale

This suggested arrangement brings together those complementary parts of the collection into departments. This division would cause less overlapping and bring improved services to the client and more economical and efficient delivery of service. Films are as universal as the book collection in subject matter and have little or no relationship to the arts where they are presently attached. The video function is a kindred function to films and they should logically be merged for the best service to the public. The Young Adult Department can no longer be considered a viable service as it is presently defined. Experience has shown this age group balks at this separation and would be better served from other areas.

Date of Implementation

1982.

Recommendation OS 8

ESTABLISH A NINE-MEMBER LIBRARY ADVISORY BOARD; CITIZEN MEMBERS TO BE APPOINTED BY THE MAYOR AND APPROVED BY THE CITY COUNCIL; REPRESENTATION TO BE CITY-WIDE.

Rationale

As a service organization, the Library will be a more responsive and responsible organization if a Library Board is established with broad, advisory responsibilities with regard to Library policy, planning, and fiscal operations including the operating budget and capital improvements for the Library. The Board members can provide a pipeline for citizen input on Library service and provide communications between the elected City officials and the Library. Board members should be appointed for three-year terms, with a limit of one consecutive reappointment. The Board should elect officers from its membership. Terms should be staggered to provide for continuity. The Board should meet a least monthly, and any member of the Board who misses twenty-five percent of the meetings in any single fiscal year could be removed. Chart 12 illustrates the relationship of the Library Advisory Board to the City and the Library.

Date of Implementation

1982.

Recommendation CL 7

PROVIDE STAFFING ALLOCATIONS FOR THE PUBLIC SERVICE STAFF BASED ON THE FOLLOWING SERVICE CRITERIA: NUMBER OF REFERENCE STATIONS, HOURS OF SERVICE, NONPUBLIC SERVICE DUTIES FOR PROFESSIONAL STAFF AND CLERICAL SUPPORT STAFF.

Rationale

The recommended service criteria provide the basis for assigning, monitoring, and reallocating Central Library public service staff on an equitable, measurable basis; the resulting staff allocations will correlate staff resources with public service needs. Detailed descriptions of the service criteria follow:

—Allocation for the following library staff positions:

Librarians
Library Specialists
Library Assistants
Library Clerks

The allocation is based on the number of reference stations (public service desks, excluding circulation) and the number of hours the library is open for service, applied to the following departments:

Department	Number of Reference Stations	Weekly Hours of Service
Business, Science & Social Science	3	58
Humanities	2	58
Art and Music	1	58
Children's	1	58

(Note: Assumed to be open 58 hours year around, although the Central Library is currently open 58 hours per week for nine months each year, and 49½ hours per week for three months each year.)

The allocation includes an allowance for professional staff to perform their nonpublic service duties, such as materials selection, collection maintenance, in-service training, etc.

Provide a Librarian-Manager for each department, plus an allocation of 1.5 FTE staff positions per reference station for each 20 hours the library is open. Of this total allocation, one-fourth of the staff should be Library Assistants or Library Clerks.

Provide the following FTE staff allocations for the other public service units:

Unit	
Interlibrary Loan	4
Films and Video	4

—Allocation for Circulation Control staff for Central Library, assuming two service desks.

Provide a Circulation Control Manager, plus an allocation of 3.5 FTE Library Assistants or Library Clerks for each hour the library is open to the public.

(58 hrs. x 3.5 = 203 ÷ 37.5 + 5.4 or 5.5 staff + manager = 6.5 total minimum staff.)

—Allocation for Library Aides.

The Library Aides primarily sort and reshelve and retrieve materials, and perform a variety of other support duties. The number of Library Aide hours is based on the approximate number of volumes or materials that can be sorted and shelved per hour—plus an allowance for other duties—calculated on the Central Library's annual circulation. Allocate Library Aide hours for the Central Library on the basis of one hour annually for each 20 volumes of annual circulation.

Date of Implementation

1983.

Recommendation CL 9

INITIATE STAFF PLANNING FOR A NEW 200,000 SQUARE FOOT CENTRAL LIBRARY BUILDING.

Rationale

The present building is inadequate. It is too small to properly house all the necessary functions. Its multi-levels of space, and many fixed walls and columns, cause operational inefficiencies. The lack of an adequate loading dock and absence of parking are other shortcomings. The potential redevelopment of the Saint Paul Hotel and surrounding property may offer the city an opportunity to create a downtown precinct, combining the best of the past with the excitement of the future.

The present structure has been designated as an historical building with the National Registry of Historic Buildings. This tends to protect the structure from destruction, distortion and alteration. The legal restrictions are limited, but the designation does present a handicap for full renovation and addition. The undeveloped area in the rear of the building offers some space for expansion. Useful additional space could be provided by constructing a building linking the existing ground, first and second floors. Depending on design, the existing space occupied by the middle section of the building could be doubled. Costs of additions are usually higher than completely new buildings, and they are seldom as satisfactory. The renovated area would not be as flexible nor as functional as space in a new building.

Date of Implementation

1985.

Date of Implementation

1981.

Recommendation CD 2

SET A STRATEGY FOR COLLECTION DEVELOPMENT TO COVER THE NEXT FIVE YEARS, INDICATING WHEN CERTAIN STEPS TO STRENGTHEN THE COLLECTIONS WILL TAKE PLACE.

Recommendation CD 3

ABANDON THE PRESENT POSITION OF "ACQUISITIONS LIBRARIAN," REASSIGN THE STAFF MEMBER TO ANOTHER LIBRARY POST (SEE FOLLOWING RECOMMENDATION).

Recommendation CD 4

TRANSFER THE RESPONSIBILITY FOR THE SELECTION OF COMMUNITY LIBRARY ADULT MATERIALS DIRECTLY TO COMMUNITY LIBRARY PERSONNEL.

Recommendation CD 5

DEVELOP MORE SUBJECT SPECIALISTS WITHIN THE CENTRAL LIBRARY DEPARTMENTS FOR BOTH COLLECTION DEVELOPMENT POTENTIAL AND REFERENCE PURPOSES.

Recommendation CL 2

COMPILE COST AND MARKETING DATA, FUNDING POSSIBILITIES AND AUTOMATION CONSIDERATIONS IN ORDER TO MAKE A DECISION ABOUT THE FUTURE OF THE NEWSPAPER INDEX.

Recommendation ES 2

PROVIDE A YEAR-AROUND 58-HOUR WEEKLY SCHEDULE OF SERVICE FOR THE FIVE AREA COMMUNITY LIBRARIES, A YEAR-AROUND 51-HOUR WEEKLY SCHEDULE FOR THE FIVE NEIGHBORHOOD LIBRARIES.

Recommendation ES 3

SELL THE OLD HAYDEN HEIGHTS LIBRARY BUILDING, USING THE PROCEEDS TO ASSIST IN UNDERWRITING THE COSTS OF RENOVATING/REPAIRING THE PRESENT BUILDINGS.

Recommendation ES 4

DISCONTINUE THE RICE STREET TOOL LENDING LIBRARY.

Recommendation ES 5

ESTABLISH TWO NEW BOOKMOBILE STOPS IN THE NOW UNSERVED AREA OF LEXINGTON, RANDOLPH AND ST. CLAIR AVENUES.

Recommendation ES 9

CONDUCT A SPECIFIC BUILDINGS STRUCTURE OF THE COMMUNITY LIBRARIES; RENOVATE AND IMPROVE THE INTERIORS AND EXTERIORS OF THE LIBRARIES DURING THE NEXT FIVE YEARS; INITIATE THE STUDY ELEMENT OF THE PROJECT IN 1981.

Recommendation CR 1

MAKE THE PUBLIC INFORMATION OFFICER (PIO) A MEMBER OF THE LIBRARY CABINET, REPORTING TO THE DIRECTOR OF LIBRARIES.

Recommendation CR 2

ESTABLISH SHORT-RANGE AND LONG-RANGE GOALS AND OBJECTIVES FOR THE PUBLIC INFORMATION OFFICE.

Recommendation TS 2

ESTABLISH AN ORDER DEPARTMENT AS A COMPONENT OF THE REORGANIZED TECHNICAL SERVICES UNIT.

Recommendation TS 3

EXAMINE ALL ROUTINES IN THE CATALOGING DEPARTMENT, DISCONTINUE ALL DUPLICATING AND INEFFICIENT ROUTINES.

Recommendation AT 1

ESTABLISH ONE STAFF POSITION WITHIN THE LIBRARY, REPORTING TO THE DIRECTOR OF LIBRARIES, WITH RESPONSIBILITY FOR COORDINATING THE AUTOMATION AND TECHNOLOGY PROGRAM.

Recommendation AT 2

ACQUIRE AND INSTALL A LIBRARY MATERIALS THEFT DETECTION SYSTEM, FIRST FOR THE CENTRAL LIBRARY, THEN FOR THE FIVE AREA COMMUNITY LIBRARIES.

Recommendation AT 3

ASSIGN THE STAFF AND FUNCTIONS OF THE DATA PROCESSING CENTER TO TECHNICAL SERVICES.

Recommendation AT 4

DRAFT PERFORMANCE SPECIFICATIONS FOR AN ON-LINE CIRCULATION SYSTEM.

Recommendation AT 5

PREPARE FOR FULLEST UTILIZATION OF CABLE TELEVISION; CLOSELY MONITOR PROGRESS OF CITY IN THE FRANCHISE PROCESS.

Recommendation OS 1

REORGANIZE ADMINISTRATIVE REPORTING LINES AND THE LIBRARY CABINET; THE CABINET TO INCLUDE: DIRECTOR OF LIBRARIES; ASSISTANT DIRECTOR OF LIBRARIES; CHIEFS OF AUDIO-VISUAL, CENTRAL LIBRARY, EXTENSION, AND TECHNICAL SERVICES; BUILDING SUPERINTENDENT; PUBLIC INFORMATION OFFICER; AND SYSTEMS ANALYST.

Recommendation OS 2

DEVELOP BALANCE OF LIBRARY ADMINISTRATIVE STRUCTURE TO INCLUDE ADMINISTRATIVE ASSISTANT, BUSINESS MANAGER, SECRETARIAL CENTER MANAGER, SECRETARY TO THE DIRECTOR, PLUS NECESSARY SUPPORT STAFF.

Recommendation OS 3

PREPARE THE FOLLOWING REPORTS:

—A LIBRARY ANNUAL REPORT FOR THE CITIZENS OF SAINT PAUL

—A MONTHLY REPORT FOR THE DIRECTOR OF COMMUNITY SERVICES

—A WEEKLY REVIEW OF THE LIBRARY CABINET MEETINGS FOR THE STAFF

—EVERY LIBRARY UNIT SHOULD PREPARE A MONTHLY REPORT FOR THEIR SUPERVISOR WHO WOULD, IN TURN, PREPARE A MONTHLY REPORT

—EVERY LIBRARY UNIT SHOULD ALSO PREPARE AN ANNUAL REPORT IN A SIMILAR MANNER.

Recommendation OS 4

INITIATE A REGULAR SERIES OF MEETINGS AS FOLLOWS:

—ONE GENERAL STAFF MEETING PER YEAR

—QUARTERLY MEETINGS OF THE THREE PRINCIPAL SERVICES

—WEEKLY MEETINGS OF THE CABINET.

Recommendation OS 5

ORGANIZE TECHNICAL SERVICES INTO THREE UNITS FOR COLLECTION DEVELOPMENT AND ONE UNIT FOR COLLECTION CONTROL.

Recommendation OS 6

ORGANIZE THE EXTENSION SERVICES INTO A SYSTEM OF FIVE AREA COMMUNITY LIBRARIES, FIVE NEIGHBORHOOD COMMUNITY LIBRARIES, AND MOBILE LIBRARY SERVICES.

Recommendation P 2

DEVELOP A PERFORMANCE APPRAISAL/RATING METHODOLOGY BASED UPON A POLICY REQUIRING EMPLOYEE WORK TO BE DIRECTLY RELATED TO LIBRARY GOALS AND OBJECTIVES.

Recommendation P 3

PLAN A STAFF DEVELOPMENT AND TRAINING PROGRAM TO INCLUDE THE FOLLOWING:

—STAFF EVALUATION AND PERFORMANCE APPRAISALS/RATINGS

—COLLECTION DEVELOPMENT AND SELECTION

—CREATIVE LEADERSHIP

—COMMUNITY AND PUBLIC RELATIONS

—CHILDREN'S SERVICES

—LIBRARY OPERATIONS.

Recommendation F 1

STRENGTHEN THE LIBRARY'S GRANTSMANSHIP PROGRAM BY ADDING AN ADMINISTRATIVE ASSISTANT POSITION TO THE LIBRARY ADMINISTRATIVE TEAM.

Recommendation EP 1

UTILIZE 1980 STATISTICS AS BASELINE YEAR FOR EVALUATING PROGRESS OVER NEXT FIVE YEARS.

Recommendation EP 2

DEVELOP AT LEAST FOUR SERVICE QUALITY MEASUREMENTS TO BE UTILIZED OVER THE NEXT FIVE YEARS.

Recommendation EP 3

REVIEW AND REVISE THE PROPOSED LIBRARY SERVICE AREAS AND THEIR RESPECTIVE DEMOGRAPHIC CHARACTERISTICS USING COMPUTER-ASSISTED PROGRAMS TO SEARCH THE 1980 U.S. CENSUS DATA.

Date of Implementation

1982.

Recommendation CL 4

RELOCATE ADMINISTRATIVE SERVICES AND TECHNICAL SERVICES OUTSIDE OF THE CENTRAL LIBRARY BUILDING.

Recommendation CL 5

REARRANGE THE COLLECTIONS AND SERVICES WITHIN THE SPACES OF THE CENTRAL LIBRARY BUILDING AS FOLLOWS:

—BUSINESS, SCIENCE AND SOCIAL SCIENCE DEPARTMENT ON THE FIRST FLOOR. THE REFERENCE FUNCTIONS AND ASSOCIATED FUNCTIONS WOULD OCCUPY SPACE PRESENTLY OCCUPIED BY THE CIRCULATION DEPARTMENT, AND THE COMPLEMENTARY CIRCULATING MATERIALS OF THE DEPARTMENT WOULD BE LOCATED WHERE REFERENCE IS NOW LOCATED.

—HUMANITIES DEPARTMENT ON THE SECOND FLOOR.

—ART AND MUSIC DEPARTMENT, MEETING ROOMS AND OFFICE OF THE CHIEF OF THE CENTRAL LIBRARY ON THE THIRD FLOOR.

—CHILDREN'S DEPARTMENT REMAIN AS SITUATED ON THE GROUND FLOOR.

—FILMS AND VIDEO DEPARTMENT ON THE GROUND FLOOR IN SPACE NOW OCCUPIED BY CHILDREN'S CLOSED STACKS AND THE INTERLIBRARY LOAN SECTION.

Recommendation ES 6

ALTER THE PHYSICAL LAYOUT OF THE LEXINGTON LIBRARY TO HOUSE ADMINISTRATIVE SERVICES AND TECHNICAL SERVICES.

Recommendation ES 7

PROVIDE FOR 24-HOUR LIBRARY MATERIALS RETURN AT ALL COMMUNITY LIBRARIES.

Recommendation CR 3

ESTABLISH A LIBRARY COMMITTEE TO PLAN, COORDINATE AND EVALUATE YEAR-AROUND PROGRAMMING FOR CHILDREN AND ADULTS.

Recommendation CR 4

ENCOURAGE ETHNIC GROUPS TO USE THE SERVICES OF THE LIBRARY.

Recommendation TS 4

USE ALL ASPECTS OF THE CATALOGING MODULE OF OCLC TO INCREASE PRODUCTION.

Recommendation TS 5

REORGANIZE THE ACTIVITIES OF CIRCULATION, PLACING THE CONTROL ASPECT WITH TECHNICAL SERVICES, THE PUBLIC CONTACT WORK WITH PUBLIC SERVICES (CENTRAL LIBRARY AND EXTENSION SERVICES).

Recommendation TS 6

PLACE ALL TECHNICAL SERVICES AND OTHER SUPPORT ACTIVITIES CLOSE TO ONE ANOTHER TO FACILITATE A MORE EFFICIENT FLOW OF MATERIALS.

Recommendation AT 6

EXPAND COMPUTER-ASSISTED REFERENCE SERVICES.

Recommendation OS 7

ORGANIZE THE CENTRAL LIBRARY INTO FIVE DEPARTMENTS: THREE BY SUBJECT, ONE BY AGE, AND ONE BY FORMAT.

Recommendation P 4

INITIATE A SYSTEMATIC REVIEW AND REVISION OF ALL POSITION CLASSIFICATIONS AND DESCRIPTIONS.

Date of Implementation

1983.

Recommendation CL 6

PLAN AND INSTALL ADDITIONAL EXTERIOR AND NEW COORDINATED INTERIOR SIGNAGE.

Recommendation ES 8

ESTABLISH A "MINI-LIBRARY" SERVICE OUTLET IN THE DOWNTOWN SKYWAY SYSTEM.

Recommendation CR 5

PUBLICIZE AND SCHEDULE TOURS OF THE CENTRAL LIBRARY BY SCHOOL GROUPS, BUSINESS FIRMS AND PROFESSIONAL ASSOCIATIONS, SENIOR CITIZEN GROUPS, ETC.

Recommendation CR 6

PROVIDE A FULL-TIME RATHER THAN A PART-TIME SECRETARY FOR THE PUBLIC INFORMATION OFFICE; PROVIDE A PART-TIME PIO ASSISTANT.

Recommendation AT 7

ESTABLISH A STAFF POSITION RESPONSIBLE FOR COORDINATING THE LIBRARY'S AUDIO-VISUAL PROGRAM, INCLUDING CABLE TELEVISION, MANAGING A TWO-PERSON TECHNICAL STAFF, AND REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Recommendation OS 9

ESTABLISH AN AUDIO-VISUAL SERVICES OFFICE AS A SYSTEM SUPPORT SERVICE; THE CHIEF OF AUDIO-VISUAL SERVICES REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Date of Implementation

1985.

Recommendation CL 8

PROVIDE A 65-HOUR PER WEEK, 52 WEEKS PER YEAR, SCHEDULE OF SERVICE HOURS.

Recommendation CR 7

ESTABLISH A PROGRAM OF YEAR-AROUND PROFESSIONAL EXHIBITS AND DISPLAYS IN THE CENTRAL LIBRARY.

Recommendation AT 8

ORGANIZE AND OPERATE A SECRETARIAL CENTER USING WORD PROCESSING AND TELEPHONE DICTATION EQUIPMENT.

Date of Implementation

1981-1985.

Recommendation F 2

CONTROL PERSONNEL EXPENDITURES (SALARIES AND BENEFITS) AT 75 PERCENT OF TOTAL BUDGET.

Recommendation F 3

INCREASE FUNDS FOR LIBRARY MATERIALS TO 15 PERCENT OF TOTAL BUDGET.

Recommendation F 4

INCREASE LIBRARY'S OPERATING BUDGET OVER FIVE-YEAR PERIOD TO $6,900,000 ($25.37 PER CAPITA).

These recommendations are estimated to cost, per year, as follows (figures stated in 000s):

	1981	1982	1983	1984	1985
Library Materials	-	$ 42	$125	$227	$350
Other Operational	$ 94	306	567	637	883
Capital	79	502	330	210	220
Total	$173	$950	$1022	$1074	$1453

However, it is anticipated that automation, improved operational procedures, staff retirements, reassignments and/or resignations will result in savings which will tend to offset some of these costs. A greatly expanded grants program will reduce the rate of growth of local support.

Preface

The City of Saint Paul Citizens' Task Force for the Library engaged HBW ASSOCIATES: Library Planners and Consultants to advise the Task Force, analyze the Library through a staff-assisted self-study, determine the library-related needs of the Saint Paul community through a staff-assisted community analysis, and collect the necessary data to propose a five-year plan for the Saint Paul Public Library.

From HBW, Richard L. Waters served as Chief Library Consultant; Lee B. Brawner as primary Consultant for the Community Analysis; and David M. Henington as primary Consultant to study the Central Library. Other associate Consultants were assigned primary responsibilities: Larry Earl Bone studied the Library's collections; Irene Braden Hoadley studied technical services and automation; Paul Little assisted with the community analysis; and Gloria Glaser studied public relations and community relations.

During the course of the fourteen-month study, the consultants made eight site visits to Saint Paul. The site visits, beginning October 1979, and concluding July 1980, resulted in approximately 250 hours of on-site observation, study and consultation.

Eight preliminary reports were prepared:

- Branch Library Space Utilization (two reports)

- Central Library Space Utilization

- Automation/Technology

- Personnel

- Technical Services Operations

- Public Relations/Community Relations

- Community Analysis

Two employee survey instruments were prepared: Job Assessment Survey and Staff Attitude Survey. These were administered by Virginia Stavn, Project Manager for the Saint Paul Public Library. The completed instruments were mailed to HBW and tabulated by the consultants.

On August 7, 1980, the consultants submitted a Draft Copy Final Report. Following Task Force and Library staff review of the draft, a two-day retreat to critique the draft was held at Spring Hill Center. A revised draft was submitted by HBW ASSOCIATES to the Citizens' Task Force on November 21, 1980. Following its review, the Final Report was scheduled for printing and delivery to Saint Paul in December 1980.

Six prior Library studies may be reviewed in Appendix A. A summary of the preliminary reports, copies of the two employee survey instruments, and an overview of the Spring Hill Center retreat constitute Appendices B through E.

Chapter I

PERSPECTIVES ON THE URBAN PUBLIC LIBRARY

Traditionally, most public libraries have essentially used national standards[1] to set goals and objectives and to evaluate progress toward them; related long-range planning was frequently limited to expansion of facilities and automation. Most often, the established pattern of traditional library service continued without review, and modifications to service were few. The past decade, however, gave birth to a new economic and technological environment for libraries that signals a careful re-evaluation of the public library's role and services. Public funds for public services, including traditional library services, came under hard scrutiny. Is the urban public library a vital resource? Is it capable of delivering necessary services in this new environment? Will the library's "public" pay for those services, or even perceive that the public library is contributing something positive to the quality of life in the community?

Currently, many urban public library systems are re-evaluating their mission. Planning, particularly community-based planning, is being initiated. Goals are being re-examined, and new roles are being considered for the library. The public libraries participating in this new planning process recognize the need to re-allocate their resources in response to new service priorities. The library profession has responded with new planning tools that de-emphasize nationally-set quantitative and qualitative standards; the new process requires individual libraries to set their own standards for service based on local conditions and needs. New planning methods, including community analysis, have been designed to meet those needs.[2]

Essentially, the new planning process addresses these questions:

—"Does our library service, as it has developed to this time, represent the best possible pattern for the future?"

—"Does it meet the most pressing needs of our community, and reflect changes occurring in our area?"

—"Does it consider the other sources of information available to our people?"

—"Do the library's priorities for service and for those to be served match the characteristics of the community population and their library needs?"

—"Given the constraints on time and money that we face, are we providing the most effective library services possible?"[3]

This study of the Saint Paul Public Library by HBW ASSOCIATES examines those questions and related planning and operational considerations. The study draws on the examples of other major libraries, but derives its recommendations and plans for delivery and management systems for the Saint Paul Public Library from an assessment of Saint Paul's needs and resources, and an analysis of Saint Paul's library users and non-users.

Like citizens everywhere, the people of Saint Paul are concerned about the services received for their tax dollar. A 1979 survey regarding city taxes and services found that Saint Paul citizens largely endorsed the status quo, with a majority saying they were unwilling to see a decrease in the level of a specific service; for example, only seven percent of the respondents chose a "decrease in branch library service" as one of the services to decrease, and only five percent chose an "increase in library hours" as one of the two most important services.[4]

In addition to justifying its existence and proving its worth to the taxpayers, the urban public library is competing for available public funds with other local services such as police, fire, parks and recreation, streets and sanitation. Many, if not all, of these services are frequently viewed as higher priorities for the community's well-being. Thus, there is an ongoing need for a clear plan for library service, based on an assessment of the community in response to this political reality. The library must be prepared, with citizen support, to defend and advocate its position in the community, state its objectives clearly, and to demonstrate that it understands its users' needs. And, the library's program--immediate and long-range--must be presented to local government officials in measurable, service-directed, fiscal terms.

Such a program, developed as a five-year plan, and presented in measurable and service-directed objectives, is the major thrust of this study.

References:

1. Public Library Association. Minimum Standards for Public Library Systems, 1966. Chicago: American Library Association, 1967.
2. Palmour, Vernon E., and others. A Planning Process for Public Libraries. Chicago: Prepared for the Public Library Association, a division of the American Library Association, 1980.
3. Ibid, pp. 1-2.
4. A Survey: St. Paul Adults' Opinions About City Services: The Tradeoff Between Taxes and Services. Minneapolis: Mid-Continent Surveys, Inc., September 21, 1979.

Additional References:

1. Griffen, Agnes M. "Report to PLA on the International City Management Association Conference 1979." Public Libraries, Spring, 1980.

Chapter II

THE SAINT PAUL PUBLIC LIBRARY: A BRIEF CHRONOLOGY

The development and stature of America's great public libraries are necessarily linked to the great cities and urban areas which established and nurtured them: the rich heritage of the Saint Paul Public Library, through its ninety-three years as a publicly-supported institution, reflects the city of which it is a part.

The Saint Paul Public Library: Its Beginnings

1857 - The Mercantile Library Association, a subscription library, was established with approximately three hundred volumes.

1863 - The Association's library was merged with the library of the YMCA and later became a part of the Saint Paul Public Library Association; it was housed on the third floor of the Ingersoll Building on Bridge Square where it operated for some twenty years.

1883 - A free, publicly-supported, public library institution was established, incorporating the Library Association's collection of some eight thousand books and transferring them to the City of Saint Paul.

1889 - The Library moved to the fourth floor of the new City Hall.

1891 - The Library moved to the Market House on Seventh and Wabasha.

1915 - Fire destroyed the Saint Paul Public Library's Market House facility and most of the books and other materials. The Library leased rooms in a church.

1917 - A new, four-story, library facility of 83,000 square feet was completed in downtown Saint Paul and became a civic showplace. (In 1921, the Library shared its location with a complementary library when the privately-financed James Jerome Hill Reference Library was founded: a library providing free public service in the specialized areas of business, management, and commerce.)

The Saint Paul Public Library Branches Out

With the new Central Library serving as the resource center and headquarters for the system, the Library began expanding its services through branches and bookmobiles.

1917 - Arlington Hill Branch: 6,400 square feet.
Riverview Branch: 7,600 square feet.
Saint Anthony Park Branch: 5,100 square feet.
Bookmobile services to outlying areas initiated.
Buildings financed with a $75,000 Carnegie endowment and matching city funding.

1921 - Library service to hospitals initiated.

1930 - Hamline Branch: 7,580 square feet.
Merriam Park Branch: 7,368 square feet.
Both financed with $86,000 in private funding from Henry Hale estate.

1942 - Hayden Heights Branch opened in Hayden Heights School; later housed in local church; subsequently replaced by bookmobile.

1949 - New, 3,500-volume bookmobile purchased.

1952 - Rice Street Branch: 7,644 square feet (replaced small, rented branch).

1955 - Hayden Heights Branch: 4,800 square feet (first permanent library facility for the community).
Financed with $84,000 from sale of city property.

1959 - Central Library renovated; departments in forty-two-year-old building reorganized; some new furnishings provided.

1967 - Lexington Branch: 19,800 square feet.
Financed with city and federal (LSCA, Title II) funds totaling $100,000; former movie theater purchased and converted into branch library.

1970 - Sun Ray Branch: 17,15[illegible] square feet.
Financed with city and federal (LSCA, Title II) funds.

1974 - Highland Park Branch: 15,980 square feet (formerly the Ford Parkway Branch).
The original branch was expanded and remodeled; the city provided approximately 90 percent of the funding; remainder came from federal (LSCA, Title II) and private (Perrie Jones) funds. The Perrie Jones Rare Book Room was established at the branch.

1979 - Hayden Heights Branch: 12,295 square feet(new structure replaced 1955 facility).
Financed with city funds of $788,099.

See Illustration 1 for a listing of Saint Paul Public Library locations (including bookmobile stops); Illustration 2 for a map.

Illustration 1

Saint Paul Public Library Locations

Central Library
90 West Fourth Street

Community Libraries

Arlington Hills
1105 Greenbrier

Hamline
1558 W. Minnehaha

Hayden Heights
1456 White Bear

Highland Park
1974 Ford Parkway

Lexington
1080 University

Merriam Park
1831 Marshall

Rice Street
995 Rice

Riverview
1 East George

St. Anthony Park
2245 Como

Sun Ray
2105 Wilson

Bookmobile Stops

Monday

1. McDonough Homes, Timberlake Road and Bigelow Lane
2. Dayton's Bluff Playground, 279 Conway Avenue
3. Johnson Parkway and Hudson Road

Tuesday

4. Wilder Park, 1100 Edgcumbe Drive
5. Palace Playground, View off Jefferson
6. Sibley Plaza, 2400 W. Seventh Street

Wednesday

7. Victoria Street and W. Iowa Avenue
8. Hamline Avenue and Hoyt Street
9. Burr Street and Minnehaha Avenue

Thursday

10. Martin Luther King Center, Kent Street and Iglehart Avenue
11. Summit and Grotto Avenues

Friday

12. State and Robie Streets

In addition to the 12 stops listed above, each stop visited once-a-week, 17 different senior citizen high-rise housing units are visited on a once-every-three-weeks basis.

Saint Paul Public Library locations

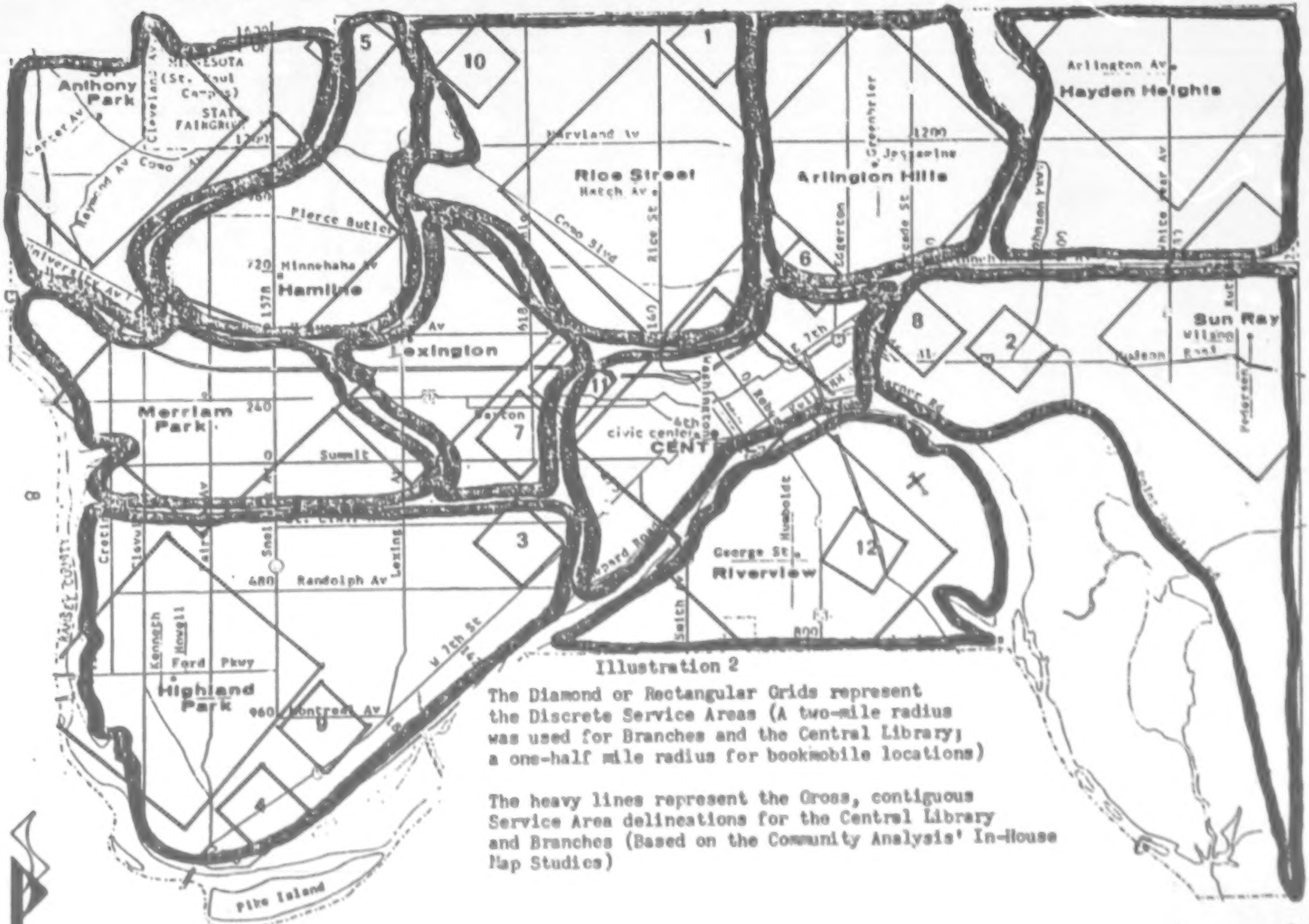

St. Anthony Park
MINNESOTA (St. Paul Campus)
STATE FAIRGROUNDS
Carter Av
Raymond Av
Como Av
Cleveland Av
Pierce Butler
Minnehaha Av
Hamline
University Av
Lexington
Merriam Park
Summit
Dayton
St. Clair
Randolph Av
Ford Pkwy
Highland Park
Montreal Av
W 7th St
Pike Island
Maryland Av
Rice Street
Hatch Av
Como Blvd
Rice St
Arlington Hills
Jessamine
Arlington Av
Hayden Heights
Sun Ray
Hudson Road
civic center
4th
CENT
George St
Humboldt
Riverview
1
2
3
4
5
6
7
8
9
10
11
12

Illustration 2

The Diamond or Rectangular Grids represent the Discrete Service Areas (A two-mile radius was used for Branches and the Central Library; a one-half mile radius for bookmobile locations)

The heavy lines represent the Gross, contiguous Service Area delineations for the Central Library and Branches (Based on the Community Analysis' In-House Map Studies)

Interlibrary Cooperation: MELSA

In 1969, interlibrary cooperation among area libraries took a giant stride forward with the formation of the Metropolitan Library Services Agency (MELSA), which became the official coordinating agency for public library services in the metropolitan area. MELSA is sponsored by the cities of Saint Paul and Minneapolis and by the counties of Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington. It is funded by a combination of state and federal (LSCA) funds through the State Office of Public Libraries and Interlibrary Cooperation (OPLIC).

Member libraries participate in reciprocal borrowing arrangements, joint research projects, sharing of 16mm films and other visual media programs, and automation planning. Illustration 3 is a map of libraries in the Twin Cities Metropolitan Area as of 1977. Table 1 is a listing of the major public, academic, private, and government libraries in the MELSA area.

The Library Re-examines Its Mission

In the 1970's, the Saint Paul Public Library introduced new services, expanded facilities, and provided a broad range of printed and audio-visual materials. During this same period, fiscal and administrative problems began to mount for the Library. City budget administrators sought more precise financial documentation about the Library's needs and operations, including long-range planning with objectives that could be evaluated. From 1976 on, the Library budget had failed to keep pace with operating costs, forcing severe reductions in expenditures for books and materials, in staffing and service hours and in other services.

In October, 1978, a new Library Director, Gerald W. Steenberg, was appointed and, shortly thereafter, City officials and the Library administration began analyzing ways to improve the library's planning

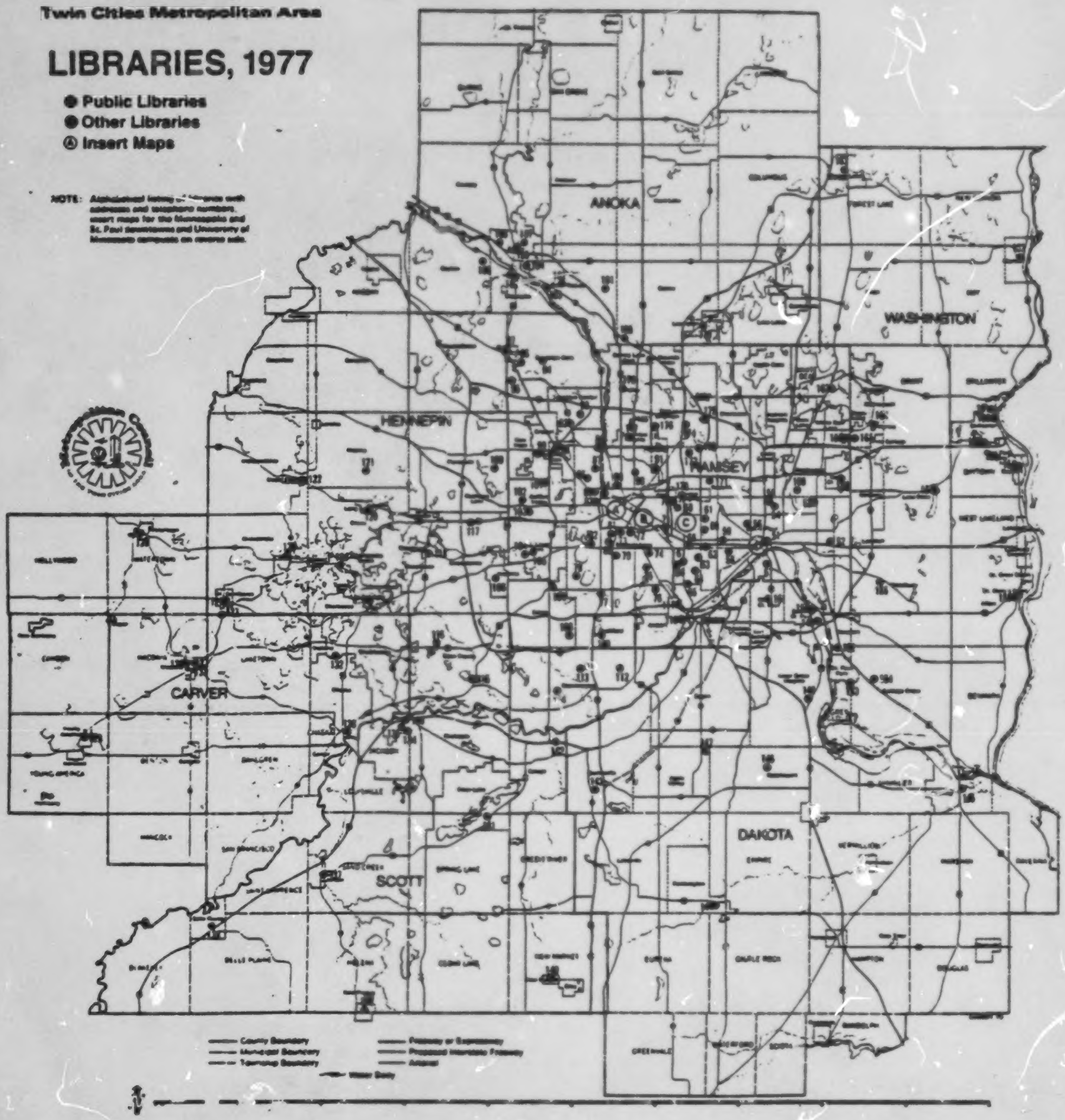
Illustration 3

Twin Cities Metropolitan Area

LIBRARIES, 1977

- ● Public Libraries
- ● Other Libraries
- Ⓐ Insert Maps

NOTE: Alphabetical listing of libraries with addresses and telephone numbers, insert maps for the Minneapolis and St. Paul downtowns and University of Minnesota campuses on reverse side.



1-50 (See Insert Maps on back)
51 Minnesota [illegible] Commission
52 St Paul Public – Sun Ray
53 St Paul Public – Hayden Heights
54 St Paul Public – Arlington Hills
55 [illegible] – Archives
56 St Paul Public – Rice Street
57 St Paul Public – Riverview
58 William Mitchell College of Law
59 St Paul Public – Lexington
60 St Paul Public – Hamline
61 Hamline University and Hamline Law School
62 Concordia College
63 Macalester College
64 St Catherine College of
65 St Paul Public – Highland Park
66 St Paul Seminary
67 St Thomas College of
68 St Paul Public – Merriam Park
69 St Paul Public – St. Anthony Park
70 Luther Northwestern Theological Seminaries
71 University of Minnesota – F I R E Center
72 Native American Center (To open mid '78)
73 Minneapolis Public – Franklin
74 Minneapolis Public – East Lake
75 Minneapolis Public – Roosevelt
76 Minneapolis Public – Nokomis
77 Minneapolis Public – Washburn
78 Minneapolis Public – Linden Hills
79 Minneapolis Public – Hosmer
80 Minneapolis College of Art and Design & Minneapolis Institute of Art
81 Hennepin County Historical Society Museum
82 Minneapolis Public – Walker
83 [illegible] Minneapolis Community
84 Central Baptist Theological Seminary
85 Minneapolis Public – Sumner
86 Minneapolis Public – North
87 Minneapolis Public – North Regional
88 Minneapolis Public – Webber Park
89 Minneapolis Public – Pierre Bottineau
90 Minneapolis Public – Northeast
91 Hennepin County – St. Anthony
92 Hennepin County – Brookdale Area (To open '78)
93 Hennepin County – Brookdale Center
94 Hennepin County – Brooklyn Park
95 Hennepin County Area Vocational Technical Inst. – North Suburban
96 North Hennepin Community College
97 Hennepin County – Osseo
98 Hennepin County – Robbinsdale
99 Hennepin County – Rockford Road
100 Free Lutheran Theological Seminary
101 Genealogical Library
102 Hennepin County – Golden Valley
103 Golden Valley Lutheran College
104 [illegible]
105 Hennepin County – St. Louis Park
106 Hennepin County – Hopkins
107 Hennepin County – Edina
108 Hennepin County – Southdale Area
109 Hennepin County – Augsburg Park
110 U.S. Fish & Wildlife Service
111 U.S. Mines, Bureau of
112 Hennepin County – Oxboro
113 Hennepin County – Penn Lake
114 Normandale Community College
115 Hennepin County Area Vocational Technical Inst. – South Suburban
116 Hennepin County – Eden Prairie
117 Hennepin County – Ridgedale (To open '78)
118 Hennepin County – Minnetonka
119 Hennepin County – Wayzata
120 Hennepin County – Long Lake
121 Hennepin County – [illegible]
122 Hennepin County – Maple Plain
123 Hennepin County – Westonka
124 University of Minnesota – Freshwater Biological Inst.
125 Hennepin County – Excelsior
126 Hennepin County – St. Bonifacius
127 St. Paul Bible College, St. Bonifacius
128 Carver County – Watertown
129 Carver County – Young America
130 Carver County – Norwood
131 Carver County – Historical Society/Museum
132 University of Minnesota – Arboretum
133 Carver County – Chaska
134 Scott County Law Library
135 Scott County Historical Society/Museum
136 Scott County – Shakopee
137 Scott County – Jordan
138 Scott County – Belle Plaine
139 Scott County – New Prague
140 Scott County – New Market
141 Scott County – Prior Lake
142 Scott County – Savage
143 Dakota County – Burnsville
144 Dakota County – Farmington
145 Dakota County – Hastings
146 Dakota County Vocational Technical Inst.
147 Minnesota – Zoological Gardens
148 Inver Hills Community College
149 Dakota County Historical Museum
150 South St. Paul Public
151 Dakota County – West St. Paul
152 Newport Public
153 Washington County – Heritage Park
154 Washington County – Park Grove
155 Washington County – Woodbury
156 Washington County – Valley
157 Washington County – Lake Elmo
158 Bayport Public
159 Washington County Law Library
160 Washington County Museum
161 Stillwater Public
162 Washington County – Marine
163 Forest Lake Public
164 Washington County – Wildwood
165 Vocational-Technical Inst. School Dist. 916 Area
166 Lakewood Community College
167 Ramsey County Public – White Bear Lake
168 Ramsey County Public – North St. Paul
169 Ramsey County Public – Maplewood
170 Ramsey County Historical Society/Museum
171 Ramsey County Public – Headquarters
172 Minnesota – Pollution Control Agency
173 Northwestern College
174 Ramsey County Public – Arden Hills
175 Bethel College and Bethel Theological Seminary
176 United Theological Seminary
177 Columbia Heights Public
178 Anoka County – Fridley
179 Anoka County – Centennial
180 Anoka County – Blaine (Central)
181 Anoka County – Coon Rapids East
182 Anoka County – Coon Rapids West
183 Anoka-Ramsey Community College
184 Anoka County Historical Society
185 Anoka County Law Library
186 Anoka Area Vocational Technical Inst.
187 Anoka Public (City)
188 Hennepin County – Champlin
189 Hennepin County – Dayton

Table 1

Library Resources in the Twin Cities

Minneapolis

Augsburg College
Vols - 126,360
Per sub - 751
Budget - $216,452
Sp Coll - Modern Scandinavian Music

Federal Reserve Bank
Vols - 20,000 (titles)
Per sub - na
Budget - $75,000
Sp Coll - Bus & mat, finance, monetary policy

General Mills, Inc.
Vols - 60,000
Per sub - 660
Budget - $75,300
Sp Coll - Food Sci/Tech

Hennepin County Law
Vols - 60,000
Per sub - 360
Budget - $203,000
Sp Coll - Law

Hennepin County Public (Edina)
Vols - 1,027,260
Per sub - 1,114
Budget - $7,927,250
Sp Coll - Oral history, US Doc Depository

Honeywell, Inc.
Vols - 8,000
Per sub - 375
Budget - $90,000
Sp Coll - Environ studies, management, computer science

Minneapolis College Art & Design
Vols - 45,000
Per sub - 170
Budget - $101,947
Sp Coll - Art, architecture

Minneapolis Institute of Art
Vols - 25,000
Per sub - 85
Budget - $65,000
Sp Coll - History of painting, botany & fashion

Minneapolis Public
Vols - 1,404,046
Per sub - 6,522
Budget - $7,160,397
Sp Coll - Abolitionist literature, environmental conservation, Minneapolis history

Pillsbury Company
Vols - 6,000
Per sub - 450
Budget - $184,200
Sp Coll - Advertising, food marketing, cereal chemistry, microbiology

University of Minnesota
Vols - 3,224,076
Per sub - 48,181
Budget - $6,498,888
Sp Coll - Paul Bunyun, Sinclair Lewis colls, dime novels

Walker Art Center
Vols - 3,000
Per sub - 85
Budget - na
Sp Coll - Contemporary art-artists, graphics, design

Saint Paul

Bethel College
Vols - 115,000 (titles)
Per sub - 630
Budget - $222,000
Sp Coll - Education, history, religious studies

College of Saint Catherine
Vols - 205,950
Per sub - 930
Budget - $381,650
Sp Coll - Children's lit, women's coll, American Indian

College of Saint Thomas
Vols - 190,000
Per sub - 1,100
Budget-$330,000
Sp Coll - Education

Concordia College
Vols - 85,000
Per sub - 450
Budget - $107,200
Sp Coll - Education, history, music, religious studies

Hamline University
Vols - 160,000
Per sub - na
Budget 0 $180,000
Sp Coll - Methodism, SE Asia

Hamline University Law School
Vols - 74,500
Per sub - 720
Budget - $360,578
Sp Coll - Law, US Doc Depository

Hill Reference
Vols - 190,000
Per sub - na
Budget - $650,525
Sp Coll - Railroads, American Indians, economics, transportation

MacAlester College
Vols - 243,439
Per sub - 823
Budget - $227,578
Sp Coll - Environ studies, history, ethnic studies, feminism

Minnesota Historical Society
Vols - 310,000
Per sub - 1,300
Budget - $598,450
Sp Coll - Minnesota history, State archives

Ramsey County Law
Vols - 5,150
Per sub - 70
Budget - $82,500
Sp Coll - Minnesota law

Ramsey County Public (Roseville)
Vols - 366,366
Per sub - 431
Budget - $1,405,324
Sp Coll - State History/Geography

Saint Paul Public
Vols - 749,357
Per sub - 1,512
Budget - $2,537,797
Sp Coll - Twin Cities/Minnesota literature, US/City Doc Depository

3M Co
Vols - 60,083
Per sub - 2,680
Budget - na
Sp Coll - ANSI standards, pharmacology, US Patents, plastics chemistry

Univeristy of Minnesota (St. Paul)
Vols - 125,000
Per sub - 5,302
Budget - $832,782
Sp Coll - Agriculture, forestry, home economics

Information compiled from American Library Directory, 32nd Edition - 1979. New York, R.R. Bowker Company.

process and to study related needs. While the Library had participated in numerous studies---see Appendix A--concerning services and finances, it lacked a comprehensive, multi-year plan of service based on the needs of Saint Paul residents. A long-range plan, designed to generate broad-based public support and with priorities on which to base budget requests, was obviously required.

Citizens' Task Force Appointed to Prepare Five-Year Plan

In 1979, Mayor George Latimer appointed a committee to plan methodology for a Citizens' Task Force for the Library which would be responsible for preparing a comprehensive Five-Year Plan and to devise the means of conveying the plan to the citizens of Saint Paul. The Friends of the Saint Paul Public Library and the Saint Paul Foundation agreed to underwrite the cost of the fourteen-month project. Humphrey Doermann, President of the Bush Foundation, agreed to chair the Citizens' Task Force, and nine community leaders from business, academia, government, and local organizations were appointed. Nancy R. Harris, Program Officer with the Saint Paul Foundation, and Peg O'Keefe, from the Office of the Mayor, served as staff to the Task Force. The Director and Assistant Director of the Saint Paul Public Library served as Library staff representatives. The Task Force's objectives, in summary, are to:

- Determine library-related needs of the Saint Paul Community. This is to be accomplished through a community analysis, a library-organized system of studying the needs of library users and non-users in the city, by area.

- Analyze the Saint Paul Public Library. This is to be a careful self-study focusing on purposes, goals, and objectives for all parts of the Library.

- Devise a Five-Year Plan.

- Develop a strategy for implementation and continuation of the Plan.

Additional References:

1. Wagner, Elaine. "The Saint Paul Public Library: 1857-1978," Encyclopedia of Library and Information Science, 1979.

Chapter III

THE SAINT PAUL PUBLIC LIBRARY: COMPARISONS WITH OTHER LIBRARIES

Two sets of comparative data are provided.

The first compares the Saint Paul Public Library with the other eight public libraries that comprise MELSA. Data and information were furnished by the MELSA office, which gave us information supplied that office by member libraries for FY 1979.

The second set, using information contained in the 32nd edition (1979) of the American Library Directory, published every other year by the R.R. Bowker Company, analyzes Saint Paul in comparison with twelve other cities. The libraries selected for analysis are, according to 1970 census figures, within a reasonable population range of Saint Paul; they consist of city libraries with a central building and branch libraries, and are located througout the country.

The Saint Paul statistics for staff and population served in both sets of data are from the Bowker publication. The other figures are from the respective sources. Because official 1980 U.S. Census figures are not yet available, 1970 population information is used for the MELSA libraries other than Saint Paul's.

Factors to be Compared

Budget figures, when compared nationally, are not especially helpful due to the possibility of significant cost-of-living differences; however, within a closely-knit geographic area such as the MELSA area, a comparison of per capita expenditures is meaningful.

For many years, the accepted standard for salary expenditures as a percentage of the total budget (for libraries serving 200,000 upward) was in a 67 to 72 percent range.[1] Library materials, as a percentage of the total budget, were targeted at 18 to 20 percent.[2] For urban libraries today, the salary percentage may be somewhat low, and the library materials percentage somewhat high.

It is widely held that per capita circulation is as valid an indicator of a library's impact upon a community as any single measurement. It is also widely held that most public libraries, regardless of the mechanical system used, record and report circulation figures in a consistent manner; i.e., a book borrowed by a citizen for a specified period of time is recorded and reported as on circulation. A million books (or films, recordings, tapes, etc.) so borrowed are recorded and reported as one million circulation. Other elements of library usage; e.g., reference questions answered and program attendance, are less consistently and uniformly recorded and reported.

Just as circulation is a valid indicator of community impact, figures which compare circulation per staff member and circulation per dollar expended provide some insight into how effective a library may be. Again, regional information will be somewhat more meaningful than national information.

MELSA Libraries

Tables 3, 4 and 5 compare Saint Paul with the other MELSA libraries. Tables 6, 7 and 8 present Saint Paul in comparison with twelve libraries located throughout the country. From the MELSA tables, we can see:

—four out of nine libraries have greater per capita support than Saint Paul; three of the four have higher per capita circulation;

—all libraries spend less on salaries, as a percentage of the total budget, than Saint Paul;

— all libraries spend more on library materials as a percentage of the total budget, than Saint Paul;

—seven libraries circulate more items per staff member than Saint Paul;

—six libraries expend less per circulation than Saint Paul.

Other Libraries

From Tables 6 - 8 we note:

—six out of thirteen libraries have greater per capita support than Saint Paul; two of the six higher per capita circulation;

—all libraries spend less on salaries as a percentage of the total budget, than Saint Paul;

—ten libraries spend more on library materials, as a percentage of the total budget, than Saint Paul;

—seven libraries circulate more items per staff member than Saint Paul;

—one library expends less per circulation than Saint Paul.

The above findings seem to indicate that (1) citizen usage will reflect per capita support; (2) increased salary budgets do not necessarily result in improved productivity; and (3) Saint Paul citizens use their public library less than Twin Cities area residents use most other area libraries, but somewhat more than most comparable libraries across the country.

References:

1. Wheeler, Joseph L. and Herbert Goldhor. Practical Administration of Public Libraries. New York: Harper & Row, 1962, p. 135.
2. op. cit., p. 463.

Table 2

MELSA Library Comparisons

Library Staff (Professional)	Population Served	Total Budget	Per Capita
Anoka County 60(16)	117,417	$1,089,410	$ 9.28
Carver County 8(2)	28,331	$ 135,460	$ 4.78
Dakota County 51(15)	114,792	$1,057,146	$ 9.21
Hennepin County 336(71)	525,680	$7,018,829	$13.35
Minneapolis 327(85)	434,400	$6,316,244	$14.54
Ramsey County 74(18)	166,275	$1,404,101	$ 8.44
Scott County 7(0)	32,423	$ 177,813	$ 5.48
Washington County 32(7)	63,641	$ 528,067	$ 8.30
SAINT PAUL 175(32)	308,686	$2,764,249	$ 8.95

Table 3

MELSA Library Comparisons

Library	Salary Budget	Salary % of Budget	Materials Budget	Materials % of Budget
Anoka County	$ 614,156	56%	$215,070	20%
Carver County	$ 76,651	56%	$ 35,138	26%
Dakota County	$ 717,997	67%	$177,881	17%
Hennepin County	$4,837,215	68%	$966,119	14%
Minneapolis	$4,603,101	72%	$867,926	14%
Ramsey County	$ 919,912	65%	$249,617	18%
Scott County	$ 107,094	60%	$ 47,163	27%
Washington County	$ 363,032	68%	$ 84,097	16%
SAINT PAUL	$2,207,059	79%	$261,881	10%

Table 4

MELSA Library Comparisons

Library	Circulation	Circulation Per Capita	Circulation Per Staff	Cost Per Circulation
Anoka County	879,300	7.49	15,186	$1.24
Carver County	123,883	4.37	15,288	$1.09
Dakota County	787,039	6.86	15,432	$1.34
Hennepin County	4,538,581	8.63	13,519	$1.55
Minneapolis	2,379,606	5.48	7,288	$2.65
Ramsey County	1,291,350	7.77	17,356	$1.09
Scott County	265,013	8.17	27,605	$0.67
Washington County	376,340	5.91	11,834	$1.40
SAINT PAUL	1,802,104	5.82	10,297	$1.53

Table 5

National Library Comparisons

Library Staff (Professional)	Population Served	Total Budget	Per Capita
Albuquerque, NM 104(33)	380,000	$2,084,468	$ 5.48
Des Moines, IA 90(35)	201,404	$1,870,232	$ 9.28
El Paso, TX 122(26)	369,000	$1,461,405	$ 3.96
Grand Rapids, MI 84(30)	197,649	$1,789,851	$ 9.05
Lincoln, NB 98(20)	184,107	$1,657,093	$ 9.00
Long Beach, CA 163(44)	344,200	$4,914,757	$14.27
Madison, WI 120(37)	200,000	$2,633,752	$13.16
Mobile, AL 97(25)	262,684	$1,836,338	$ 6.99
Norfolk, VA 141(40)	285,900	$2,139,662	$ 7.48
Oakland, CA 204(49)	342,790	$3,632,409	$10.59
Omaha, NB 154(39)	364,446	$2,155,083	$ 5.91
Wichita, KS 108(25)	261,862	$1,896,161	$ 7.24
SAINT PAUL 175(32)	308,686	$2,537,797	$ 8.22

Table 6

National Library Comparisons

Library	Salary Budget	Salary % of Budget	Materials Budget	Materials % of Budget
Albuquerque, NM	$1,099,530	53%	$237,645	11%
Des Moines, IA	$ 926,203	50%	$185,571	10%
El Paso, TX	$1,096,585	75%	$125,000	9%
Grand Rapids, MI	$1,332,829	74%	$115,110	6%
Lincoln, NB	$1,025,579	62%	$331,345	20%
Long Beach, CA	$2,479,220	50%	$278,820	6%
Madison, WI	$1,770,924	67%	$365,529	14%
Mobile, AL	$1,010,000	55%	$266,400	15%
Norfolk, VA	$1,687,415	79%	$215,149	10%
Oakland, CA	$2,635,773	73%	$542,513	15%
Omaha, NB	$1,229,721	57%	$444,147	21%
Wichita, KS	$1,155,470	61%	$231,354	12%
SAINT PAUL	$2,207,059	87%	$203,631	8%

Table 7

National Library Comparisons

Library	Circulation	Circulation Per Capita	Circulation Per Staff	Cost Per Circulation
Albuquerque, NM	1,277,506	3.36	12,283	$1.63
Des Moines, IA	1,172,748	5.82	13,030	$1.59
El Paso, TX	1,017,596	2.75	8,340	$1.43
Grand Rapids, MI	810,738	4.10	9,651	$2.20
Lincoln, NB	1,019,250	5.54	10,400	$1.63
Long Beach, CA	2,061,920	5.99	12,649	$2.38
Madison, WI	1,829,937	9.14	15,249	$1.43
Mobile, AL	791,953	3.01	8,164	$2.31
Norfolk, VA	1,160,682	4.05	8,231	$1.84
Oakland, CA	1,729,217	5.04	8,476	$2.10
Omaha, NB	1,621,309	4.45	10,527	$1.33
Wichita, KS	1,163,149	4.44	10,769	$1.63
SAINT PAUL	1,798,604	5.83	10,277	$1.41

Chapter IV

THE MISSION OF THE SAINT PAUL PUBLIC LIBRARY

"An organization is a system, with a logic of its own, and all the weight of tradition and inertia. The deck is stacked in favor of the tried and proven way of doing things and against the taking of risks and striking out in new directions."[1]

Now, when renewal and leadership are expressed concerns of a large number of Americans, institutions within the United States, particularly the older ones, are forced to make large efforts to renew themselves. While the staffs share in these efforts, it is the upper levels of management that must provide the stimulus for change and the environment for renewal and innovation. Dynamic policies must emanate from these levels. It is through the institution's leadership, moreover, that the direction and focus for the institution must be articulated.

"A good . . . management person thinks of himself not as the order-giving, domineering boss, but as the first assistant to those who 'report' to him in a more typical organizational sense. Thus, we mentally turn our organizational charts upside-down and challenge ourselves to seek ways in which we can lead . . . by helping . . . by teaching . . . by listening . . . and by managing in a true democratic sense . . . that is, with the consent of the managed. Thus the satisfactions of leadership come from helping others to get things done and changed—and not from getting credit for doing and changing things ourselves."[2]

Leadership

Because the top management of the Saint Paul Public Library is still young in its tenure, the leadership is working to come into its own. Long-range planning, therefore, seems not to be a regular part of the administrative process at this point. Instead, day-to-day "housekeeping" management seems to occupy the majority of the concerns. In such an environment, talents and energy may be dissipated in "brush fires" and "crisis management." More attention must be paid to identifying the institution's focus and setting a direction; otherwise, it will be very hard to refine the Library's services and to the public at large the Library's role in the community.

Top management of the Saint Paul Public Library would be well-advised to adopt without delay a different approach to its responsibilities if it is to bring about needed improvements and changes. Leadership must "reconsider and reassess its basic commitments and sort out the alternatives before them" or the library may find itself like other weakened institutions, "passing out the same old wares at the same old stands as twenty years earlier . . ."[3]

Goals and Objectives

The Saint Paul Public Library recently moved into the goals and objectives process,[4] a process that many public libraries embarked on during the 1970's. Because Saint Paul is only just beginning its efforts in this area, it is understandable that some mistakes have been made. As long as the staff understands that the goals and objectives process must be on-going, improvements can be made. Similarly, a realization that the process itself helps to develop management skills will spark the reluctant to see the importance of the approach. Saint Paul's goals and objectives efforts thus far seem to have had marginal impact. No effort seems to have been made to extend these efforts longer than the near future, no priorities for services seem to have been established, and no effort seems to have been made to draw the community into the goals and objectives process. Without a Board of Trustees (where there would be citizen representation in the policy-making responsibility), the Saint Paul Library should look for every opportunity to involve the community, to elicit its support and stimulate its interest.

Peter Drucker tells us that every service institution has a number of publics. Each one not only makes different demands upon the institution, but each looks at the institution and sees different things. Drucker also says, with absolute certainty, that their publics do not have the same image of them as do their staffs. If staff does not have some basic understanding of, and sympathy for, the expectations and frustrations of the major publics, it is unlikely that the organization will function with any degree of effectiveness. So, states Drucker, ". . . find out who these publics are and probe for their information needs. Discover the image of the library as they see it and work toward making them happy and satisfied—rather than keeping librians comfortable. Discover your publics' needs, and you will have defined your service objectives."[5]

The Mission Choices

Before the Saint Paul Public Library can begin to make meaningful progress, it must first determine what kind of library it wishes to be. Such a decision must be carefully made, must involve the majority of the staff in a "goals and objectives" process, and must receive the endorsement of the majority of the staff. Without such staff involvement in the decision-making process, there can be little hope that the direction selected, whatever it may be, will be followed. Once that decision is made, every other decision arrived at by the Library and the City must be made with the understanding that the chosen direction is being pursued. Any deviation will only serve to harm the Library—and the citizens who look to the Library for assistance in their pursuit of Library-supplied information and materials.

The Central Library will be the pivotal point for the direction decision. Extension services will take the direction from the Central Library.

The consultants believe there are four choices, three of which require careful study and consideration. (The fourth choice would be to select no direction. That is, essentially, the position we find the Saint Paul Public Library in at this time.)

The three choices for change are detailed below. The quantitative figures suggested are for illustration, and are provided as a means to underscore the potential financial impact of any one of the possibilities. The figures should not be interpreted as standards.

—Research and Resource Center

- Staff

  Perhaps 10-15 subject specialists (librarians with second master's degree) whose collection development and service expertise would be aligned with those subjects that are identified as being of paramount importance to Saint Paul.

  Clerical ratio of not less than 3 to 1, i.e., one clerk for three librarians.

  Catalog staff capable of processing materials in major languages.

- Collections

  Attempt to acquire about 60 percent of current materials, plus as many retrospective materials as possible, of those subjects determined to be of paramount importance.

  Journal subscriptions of 3,500-5,000 titles, plus retrospective files and indices.

  Extensive bibliographic collection, including foreign language titles.

  High percentage of reference materials, with considerable stock in closed stacks.

  Special services, such as Newspaper Index and MARS, continued. ILL activity should increase by as much as 100 percent within two-three years.

- Finance

Estimate a personnel budget increase for Central Library of 50-60 percent above 1980 appropriations.

Materials budget increase about 200 percent over current level.

- Branch Libraries

Branches to emphasize the popular materials, but should not lose sight of first priority—responsiveness to community needs. Branch libraries to borrow extensively from Central Library. There would be minimal intrabranch borrowing.

- Other Libraries

Saint Paul would be competing with all libraries within 75-100 mile radius of the city except the University of Minnesota (main campus).

Increased cooperation with Hill Reference Library would be highly advantageous, and might serve to reduce estimated cost increases by as much as 20 percent. Networking would take on added significance.

—General Reference and Resource Center

- Staff

Emphasize MLS-trained staff, but do not overlook the opportunity to employ subject specialists in three to five subjects of paramount interest to Saint Paul.

Clerical ratio of 2 to 1.

- Collections

Attempt to acquire about 40-50 percent of current materials, plus considerable retrospective materials, in subjects relating to staff's expertise.

Journal subscriptions of 1,500-2,500 titles, plus retrospective files and indices.

Good bibliographic collection.

Normal (about 25 percent) amount of collection classified as reference; minimize closed stack collections.

Continue special services, but Newspaper Index should not be a funding priority. ILL activity likely to increase by 25 percent within two-three years.

- Finance

  Estimate a personnel budget increase for Central of 25 percent above current levels.

  Materials budget increase about 100 percent above current figure.

- Branch Libraries

  Impact the same as for first choice.

- Other Libraries

  Saint Paul Public Library would be the principal second choice for community college undergraduate students, as well as the main library for Saint Paul adults. Continued cooperation with Hill Reference Library would be most desirable.

—Popular and Recreational Center

- Staff

  Taking on the characteristics of a large branch library, it would need a staff composed primarily of generalists (librarians); however, as much as 25 percent of the direct public service work would be done by para-professionals.

  Clerical ratio of 5 to 1.

- Collections

  In-depth collections would be developed in only one or two subjects, but the depth would equal that of a good undergraduate library.

  Journal subscriptions of 800-1,000.

  General bibliographic collection.

  Majority (85-90 percent) of the collection would be circulating; minimize closed stack areas.

  HARS would continue as low priority. Newspaper Index project would be abandoned. ILL activity would remain the same.

- Finance

  Estimate a personnel budget for Central Library of 10 percent above current level.

  Materials budget should rise 25 percent.

- Branch Libraries

  Continuing to stress response to identified community needs, they would increase development of local reference collections. Staffing patterns would require no fewer than three librarians per library. There would be reduced lending/borrowing with Central, increased intrabranch lending/borrowing.

- Other Libraries

  No perceived impact. Saint Paul Public Library would be the secondary reference and resource library for all adults. Cooperation with Hill would be desirable, but not critical.

Providing Information

HBW recommends that the Saint Paul Public Library strive to become, via its Central facility, a General Reference and Resource Center.

We believe this is achievable, provided adequate financial support is forthcoming. We believe it to be realistic in relationship to the Twin Cities and surrounding area. We believe any other choice would be (1) unnecessarily expensive and duplicating, or (2) not well serve the residents of Saint Paul.

We stress that this is only a recommendation, and that it should be given vigorous and healthy discussion and debate within the City (including the public) and the Library.

As a General Reference and Resource Center, the Library would become an integrated system whose primary purpose would be to meet the informational needs of Saint Paul citizens of all ages and educational levels.

What do we mean when we recommend that the Library become an information center? The term information, in connection with modern library service, has a broad definition, indicating a wide range of knowledge that may be gained from print and non-print sources in library collections, as well as from sources outside the collection. The growth of knowledge in many fields has contributed to what is known as the "information explosion." Accessing and retrieving knowledge are challenges to most libraries today. More and more public libraries are providing computerized on-line searches of the bibliographic and numeric data bases that are available. Additionally, if a library has the role of a community information center, it may be the agency that links a user not only to the information contained in the library's own resources, but also to the resources outside, on the local and national level. In addition, such a library may tap the human resources of the community and act as a referral agency.

The kind of information needed by different persons may vary greatly from individual to individual. In some cases, only factual data may satisfy a user's information needs; in other cases, humanities-based materials may be used for the same purpose. Similarly, information may be derived from many forms of library materials—books, periodicals, pamphlets, films, video cassettes and recordings, among others. The information role for a modern public library is a complex one, therefore, and those concerned with its interpretation must be sensitive to the many levels of knowledge which are available and the avenues by which it may be successfully pursued. The informational role, as distinct from the other roles often ascribed to public libraries (e.g., educational, cultural, recreational) needs to be stressed and to be promoted. We recommend that the Library emphasize personal assistance, to let everyone know that the Library can and will help individual citizens find answers to their questions. The concept that the "Library is as close as your telephone" should be promoted, to help people save time and energy.

"Finding" aids, bibliographies, how-to-use-your library classes and/or slide-tape shows are simple and inexpensive means of demonstrating to the public that the Saint Paul Public Library is an information center to serve the needs of individuals, business, and the government of Saint Paul.

From an operational standpoint, a decision to become an information center will highlight the need for resource sharing within the system. The lending of library materials for home and office use will be heaviest in the branch libraries, while "reference" work will be predominant in the Central Library. As a library system, there will be a linkage of the two major components—Central and branches—via technology, policies, procedures, and management practice.

The community analysis element of this study strongly supports this fundamental recommendation. The publics that Drucker speaks of have indicated, for example, significant interest in telephone and computer-assisted informational services. As means of implementation, three other principal recommendations are offered for the Saint Paul Public Library:

—develop and disseminate a clearly-defined goals and objectives statement;

—construct a well-defined, meaningful selection and acquisition policy, with short-term and long-term decisions;

—make a strategy for collection development to cover the next five years.

Part of this process will require the identification of three to five subjects of paramount importance to Saint Paul's economic and cultural growth and development. Once the strategy is made, it is extremely important that the plan be followed. The temptation to make an acquisition because the price is right must be avoided when such an item is not within the development plan. Only by carefully and systematically reshaping the collections of the Library can the institution hope to meet the information needs of the city. Thus is the mission of the Saint Paul Public Library as it enters its era of anticipation.

References:

1. Rockefeller, John D. 3rd. *The Second Revolution*, New York: Harper-Row, 1973, p. 72.
2. Zalesnik, Abraham. "Managers and Leaders: Are They Different?" *Harvard Business Review*, May-June, 1977, p. 77.
3. Bundy, Mary Lee. "Factors Influencing Public Library Use." *Wilson Library Bulletin*, December, 1967, pp. 381-382.
4. A "Mission Statement: Saint Paul Public Library" was developed and released in August 1979, and revised the following month. Appendix F is a copyof the revised statements.
5. Drucker, Peter F. "Managing the Public Service Institution," *College & Research Libraries*, January, 1976, p. 6.

Additional References:

1. Broadus, Robert N., editor. *The Role of the Humanities in the Public Library*, Chicago: American Library Association, 1979.
2. *The Owners' Manual*. Saint Paul: Office of the Mayor, City of Saint Paul, October, 1979.
3. *Saint Paul Public Library Catalog of Services*. Saint Paul: Saint Paul Public Library, 1977.

Chapter V

COLLECTION DEVELOPMENT

Library resources today include far more than books and magazines. The libraries now include microforms, a variety of audio-visual materials, and on-line bibliographic and numeric data bases. "Book" has become a generic term embracing films, recordings, periodicals, or any other materials generating education, information or recreating. This report, when referring to "books" or "collections," assumes such a definition.

The finest library resources, when selected and serviced by knowledgeable, educated, and experienced librarians for the benefit of the library users, are the hallmark of America's greatest public libraries. The collection of materials should be the first concern of any public library's service philosophy, regardless of other functions that may be chosen for the public library in any community. It is fruitless to expect success for any public library program without adequate materials to precede or support it.

While many public libraries have never claimed primacy in the informational arena, or even great significance in the educational one, the consultants believe information and education to be foremost library functions. Education, information, and recreation are not mutually exclusive functions, although a tension has existed historically in American public librarianship, especially between the "educational" and "recreational" advocates. Such tension arises when hard decisions must be made regarding the amount of the materials budget to be spent meeting popular demand and the amount appropriated for more substantive items; or, to state it differently, for materials perceived to satisfy community desires vis-a-vis community needs. The responsibility for articulating the difference almost always rests with the library's leadership.

An uneven or inadequate collection of materials erects definite barriers to superior library service. The fact that the Saint Paul library materials budget was less than $1.00 per capita for the first half of the past decade[1] and has only recently risen to about $1.50 per capita[2] is a problem with which the Library will have to contend for years to come. Such a materials budget cannot provide an acceptable range of library resources or adequate subject coverage. Moreover, an amount budgeted for books alone ten years ago would only buy about half the number of books today because of inflation. Items not selected in the past few years, especially those which should be found in the core reference and resources collections of a strong central library, are far more expensive and harder to obtain today. Many titles have become unavailable and, if available, are at greatly inflated prices. Those no longer on the market must be sought through out-of-print or other sources, with attendant service charges. The failure to provide needed material—whether current or retrospective—may turn away users whom the Library should be serving.

A Management Priority

Collection development does not exist in and for itself. It must be an integral part of the Library management operation and an important priority therein. It arises from goals, objectives, and priorities

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following an analysis of the community and identification of its needs. Only then can a successful selection and collection development program ensue. It is axiomatic that any consideration of the Library's collection must be based on the Library's overall goals and objectives. This cannot be emphasized too strongly by the consultants.

An American city the size of Saint Paul consists not of one, but of a number of communities with a variety of needs. While needs may vary from individual to individual, it is likely that there are similar interests and needs within given neighborhoods or "communities." This should be an underlying assumption when proceeding with selection and collection development. The community analysis conducted as a part of this study will provide focus and help the library to understand community needs. Some form of community analysis should be a continuing part of the Library's management program, with the 1980 census and similar tools serving to keep the analysis up-to-date.

References:

1. Agenda. Meeting of the Trustees of the Friends of the Saint Paul Public Library, January 17, 1979, p. 32.
2. See pages of this report, Chapter XIII, Finance.

Additional References:

1. The current "Materials Selection Policy For the St. Paul Public Library" was adopted October 1979. Appendix G is a copy of the policy.

Recommendations - Collection Development

Recommendation CD 1

WRITE A WELL-DEFINED SELECTION AND ACQUISITIONS POLICY, WITH SHORT-TERM AND LONG-TERM DECISIONS.

Rationale

The formulation of a collection development policy—a policy which will be frequently consulted—is a task to which the Library staff should give immediate attention. No important collection development efforts can be achieved without a clear policy. The policy should identify institutional objectives, environmental characteristics, user groups, forms of materials and desired acquisition levels. The current "Materials Selection Policy for the St. Paul Public Library" does not seem to meet these criteria and, therefore, is limited as a working document. A policy should be worthy of constant reference; not just forgotten words on paper. And while it is an underlying assumption that the policy will endorse and support the tenets of intellectual freedom, this is not its only reason for existence. The Selection Policy should be a blueprint for action that is consulted regularly. A substantive selection policy, reflecting clearly-focused goals and objectives, should include hard decisions on what the Library will and will not collect. In short, it should reflect the Library's priorities.

Date of Implementation

1981.

Cost

No cost.

Recommendation CD 2

SET A STRATEGY FOR COLLECTION DEVELOPMENT TO COVER THE NEXT FIVE YEARS, INDICATING WHEN CERTAIN STEPS TO STRENGTHEN THE COLLECTIONS WILL TAKE PLACE.

Rationale

Once a policy is developed, short-term strategies—in this case, five years—must be debated and determined. This strategy should be aggressive, structured, and always sensitive to community needs. Central Library Departments and Extension Services should analyse the user evaluations of materials collections set forth in the Community Analysis in (1) first setting a strategy, then (2) in reviewing and upgrading their respective collections.

Date of Implementation

1981.

Cost

No cost.

Recommendation CD 3

ABANDON THE PRESENT POSITION OF "ACQUISITIONS LIBRARIAN," REASSIGN THE STAFF MEMBER TO ANOTHER LIBRARY POST (SEE FOLLOWING RECOMMENDATION).

Rationale

The present structure of collection building, involving an "Acquisitions Librarian" who has collection building and order responsibilities, is symptomatic of Saint Paul's selection and collection development problem. It is no longer valid and is counterproductive for a system of this size. With one individual responsible for the final pre-selection decisions of a large percentage of the titles ordered for the branches and, to some extent, the Central Library, the collection cannot develop soundly. One person, no matter how capable, cannot stay aware of all the needs of the different communities within the city, and the procedure discourages the development of public service personnel who operate within the community libraries and Central Library departments.

Date of Implementation

1981.

Cost

No cost.

Recommendation CD 4

TRANSFER THE RESPONSIBILITY FOR THE SELECTION OF COMMUNITY LIBRARY ADULT MATERIALS DIRECTLY TO COMMUNITY LIBRARY PERSONNEL.

Rationale

Such a shift in responsibility should make community library personnel more sensitive to community needs and stimulate their awareness of resources to answer these needs. By placing responsibility for adult coordination in the Chief of Extension Services' office, the supervisor will be able to measure each staff member's responsiveness and will help ensure studied collection development in the branches. Weeding programs, bibliographic checking and other steps in the program can be directed and coordinated by the present supervisor's office, with the addition of the present "Acquisitions Librarian" position.

Date of Implementation

1981.

Cost

No cost.

Recommendation CD 5

DEVELOP MORE SUBJECT SPECIALISTS WITHIN THE CENTRAL LIBRARY DEPARTMENTS FOR BOTH COLLECTION DEVELOPMENT POTENTIAL AND REFERENCE PURPOSES.

Rationale

It should be the Central Library's objective to develop more subject specialists within the departmental staffs, not only for collection development purposes, but also for reference potential. Since it is not unusual for many of today's graduating librarians to possess masters' degrees in subject fields, as well as the master's degree in library science, the Library's special needs in this regard should be considered when recruiting personnel for the Central Library. It is also possible to promote in more depth the subject knowledge of the present Central Library staff through well-coordinated staff development efforts. Such efforts should include workshops, courses, in-service training and visits to other libraries.

Date of Implementation

1981.

Cost

$10,000 in the first year for staff development and training, $11,000 the second year, $12,000 the third year, etc., resulting in a five-year total of $60,000.

Chapter VI

The Central Library

The Central Library is the resource backup for the community library system, providing specialized collections of library materials and other services to the city as a whole. It also serves as the community library for those who live or work nearby. It houses the administrative offices and the technical services function for the system.

Its audience extends from the youngest child to the senior citizen. "The Central Library should be seen not so much as a single building and one large collection but more as a series of libraries . . . serving people of many levels."[1]

The chief users of central libraries have traditionally been children, students and adults interested in popular literature. With the development of school libraries and branch services, Lowell Martin believes, "these traditional clientele show little promise for the central libraries . . . one must look to the specialized audiences as future users."[2]

Central Library Organization

The Central Library building was designed for a city with needs different from today's. The city has grown and changed, and the Central Library's organizational structure has been altered in response to this change. The library staff responded by creating limited subject departmentalization to offer better library service. Although the building spaces are limited, departmentalization has been moderately effective.

There are presently six departments: (1) Circulation, which covers circulating materials in the humanities and parts of the social sciences; (2) Reference, which complements Circulation with corresponding reference materials; (3) Science and Industry, which includes business, science, medicine, agriculture and government documents for both circulating and reference materials; (4) Arts/Audio-Visual, which offers both circulating and reference materials, including recordings and films; (5) Children's; and (6) Young Adult. These collections could be reorganized to enhance the public's use of the Library's informational, reference and research capabilities.

In determining changes to recommend, the consultants placed the highest priority on public service needs and the relationships of collections and clientele.

HBW recommends five public service departments: (1) Business, Science and Social Science, including government documents; (2) Humanities, including a Popular Library; (3) Art and Music; (4) Children's; (5) Films and Video plus a Circulation Control Section. Functions included in Business, Science and Social Science would be interlibrary loan, telephone reference, catalog information and computer-based bibliographic searching services. Newspaper indexing service should also be a part of this department.

This proposed organization would require the merging of collections, the consolidation of films and other video materials and the discontinuation of the Young Adult Department. The film collection would be established as a unit in combination with the video function now at the Lexington Branch. Films are not particularly related to the art and music disciplines, and the audience for the collection is generally different.

Circulation Control would become a function separate from the information and reference function of the public service units, and a component of Technical Services organizationally.

Central Library Space Organization

The Hill Reference Library providing an outstanding collection and service in business, economics and transportation, offers (through cooperation with the Public Library) the opportunity for significant and full information resources for the public. The Hill Library has shown a willingness to cooperate for the general public's benefit.

Using the location and relationship of the Hill Reference Library as a basis for establishing the most appropriate arrangement of the public library's collections, it would be logical for the business, science and industry reference collections to be housed in the space now occupied by the Circulation Department of the first floor. The consultants believe this collection should be joined with the social sciences collection. This suggested division would help eliminate overlapping; also, placing these subjects in this space would put them closer to the Hill Collection.

The space now occupied by the Reference Department of the first floor would house the complementing circulating collection of these subjects, with the addition of the government document collection. It would be appropriate to open for public use at least two stack floors opening off this public area.

The humanities (philosophy, religion, languages, literature and history) could be similarly handled as a unit with reference and circulation collections. Fiction would fit into this area as a part of the regular collection, or as a popular library with other nonfiction books in high demand. This department would occupy the full second floor, including the auditorium.

The Art and Music Department would move to third floor space presently occupied by Administration and Technical Services. The ground floor space now used by Interlibrary Loan and the closed stack for the Children's Department could form space for the Films and Video Department. The Young Adult Department space could be more effectively used for a circulation desk and lobby.

Table 8 compares the current use of Central Library space with our proposed usage. Charts 1, 2, 3, and 4 illustrate the proposed space changes.

Circulation Control Points

The most efficient and economical operation of a circulation system, including theft detection devices, requires a single control point. It will be very difficult in the present building, with three public doors on two floors, to establish a single control point. Circulation control could continue to be handled from each public service area; however, this is costly in terms of staff and equipment.

A modified approach is possible by placing control points at two exits. The community analysis indicated that few patrons used the terrace entrance. This access could be closed except for special need, reducing the amount of equipment needed for a theft detection system. Locating circulation desks would be difficult, but with the guidance of an architect, a workable solution should be found. It will be necessary for building alterations to be made to assure access to all areas for the handicapped in accordance with federal guidelines. Circulation control work space could be located on the ground floor adjacent to the receiving section.

Table 8

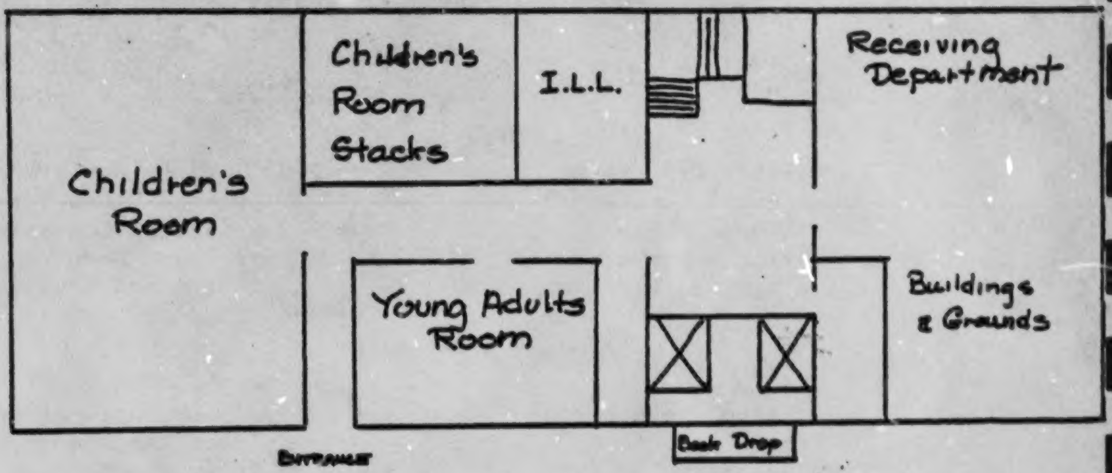
Central Library Space Utilization

Current Use	Proposed
Ground Floor	
Children's Department	Children's Department
Young Adult Department	Films and Video Department
Interlibrary Loan	Circulation Control
Receiving Department	Shipping & Receiving
Buildings and Grounds	Building and Grounds
First Floor	
Circulation Department	Business, Science and Social Science Department
Reference Department	Interlibrary Loan
Telephone Reference	Telephone Reference
Information Center	Bibliographic Searching
	Information Center
Second Floor	
Science and Industry Department	Humanities Department
Arts and Audio-Visual Department	Popular Library
Auditorium	
Third Floor	
Technical Services	Art and Music Department
Business Office	Office, Chief of the Central Library
Administrative Offices	Staff Lounge
Data Processing	Meeting Room
Staff Lounge	Newspaper Indexing Service
Meeting Rooms	

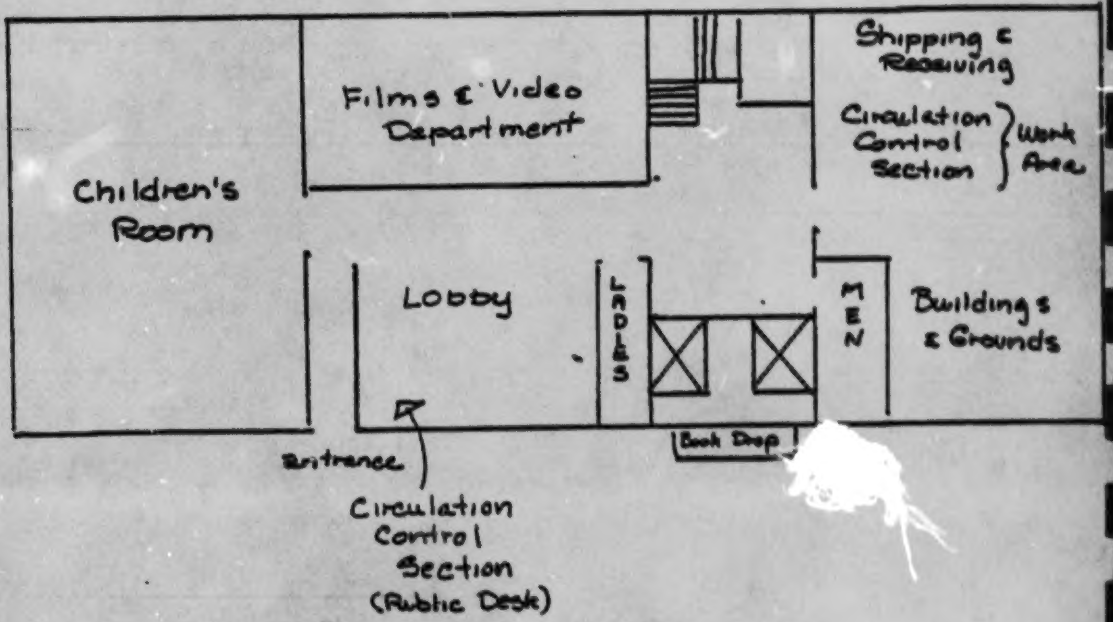
GROUND FLOOR

Chart 1

(Current Use)


Children's Room Stacks
I.L.L.
Receiving Department
Children's Room
Young Adults Room
Buildings & Grounds
Entrance
Book Drop

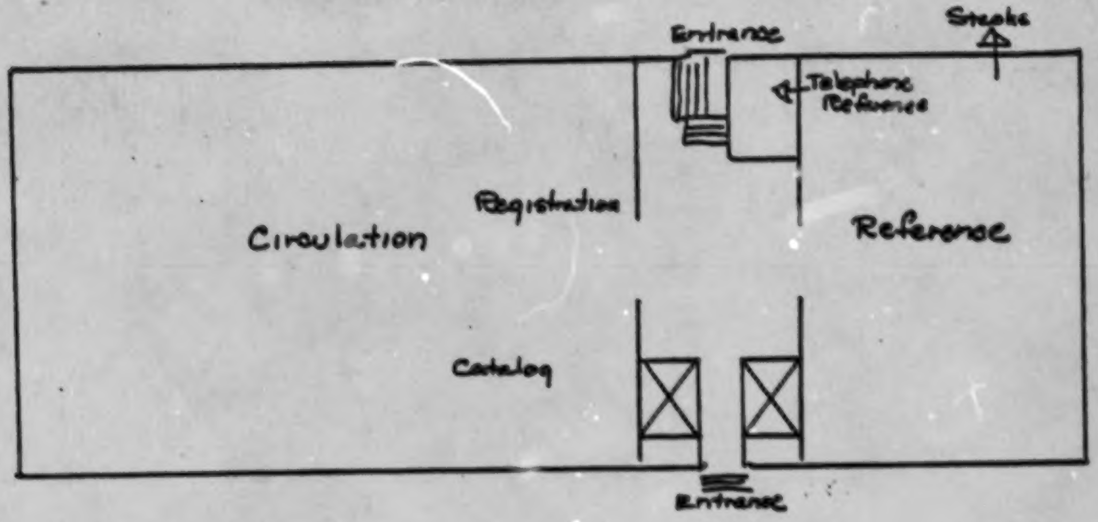
(Proposed Use)


Films & Video Department
Shipping & Receiving
Circulation Control Section
Work Area
Children's Room
Lobby
LADIES
MEN
Buildings & Grounds
Book Drop
Entrance
Circulation Control Section (Public Desk)

FIRST FLOOR

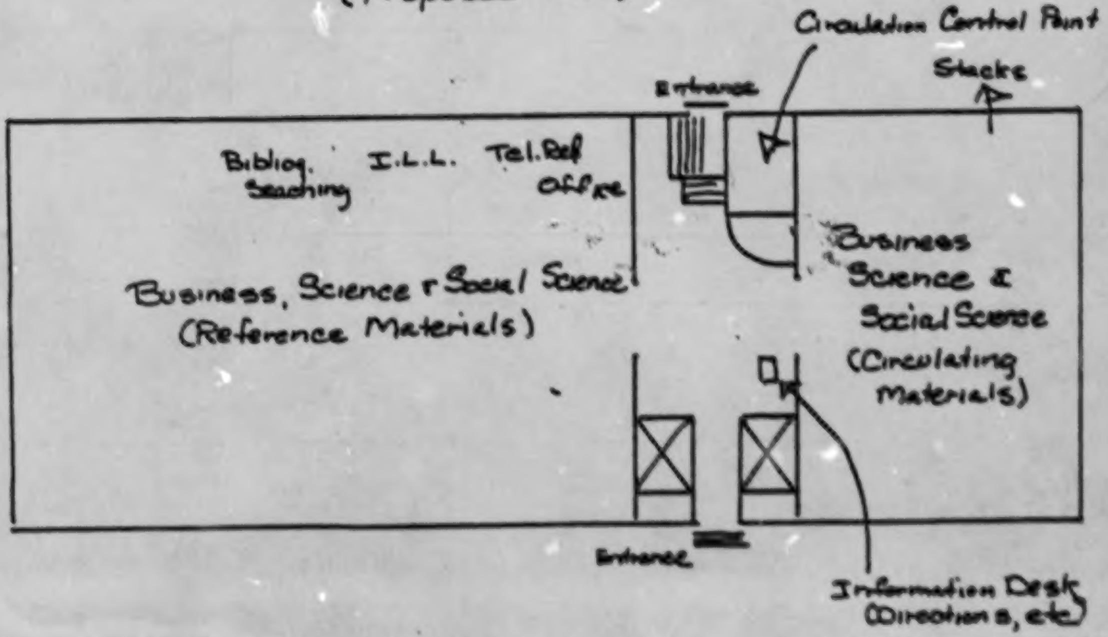
Chart 2

(Current Use)



Entrance
Stacks
Telephone Reference
Registration
Circulation
Reference
Catalog
Entrance

(Proposed Use)

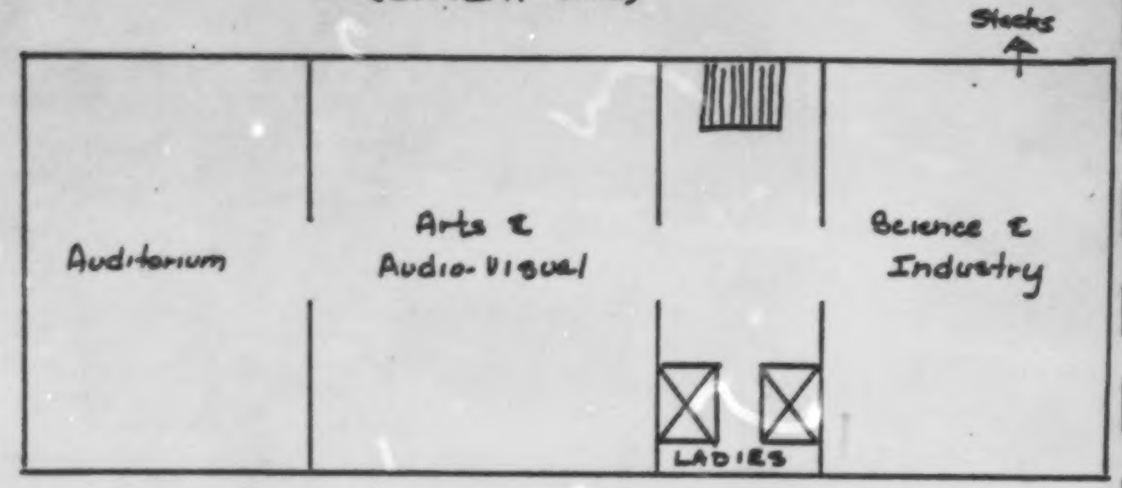


Circulation Control Point
Stacks
Entrance
Bibliog. Searching
I.L.L.
Tel.Ref Office
Business, Science & Social Science (Reference Materials)
Business Science & Social Science (Circulating Materials)
Entrance
Information Desk (Directions, etc)

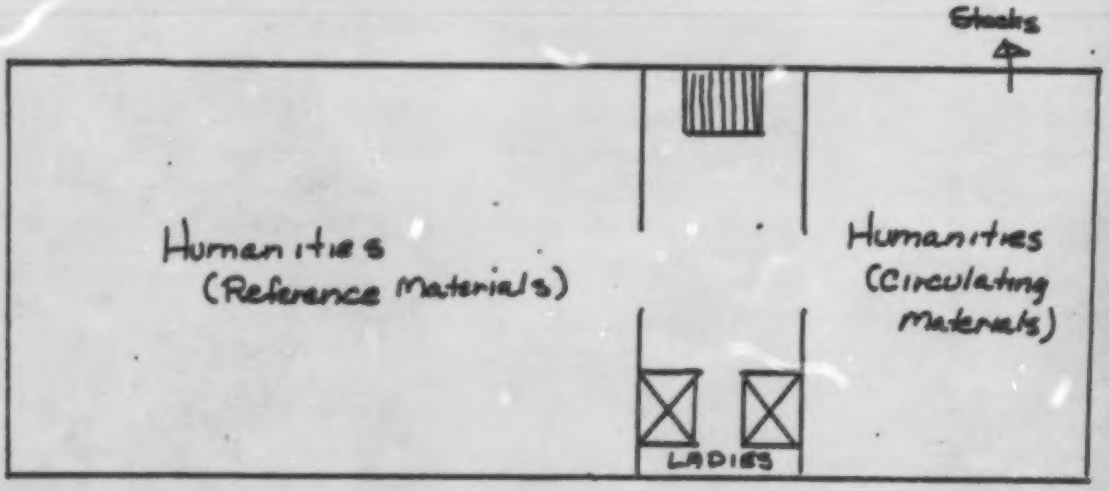
SECOND FLOOR

(Current Use)

Chart 3


Stacks
Auditorium
Arts &
Audio-Visual
Science &
Industry
LADIES

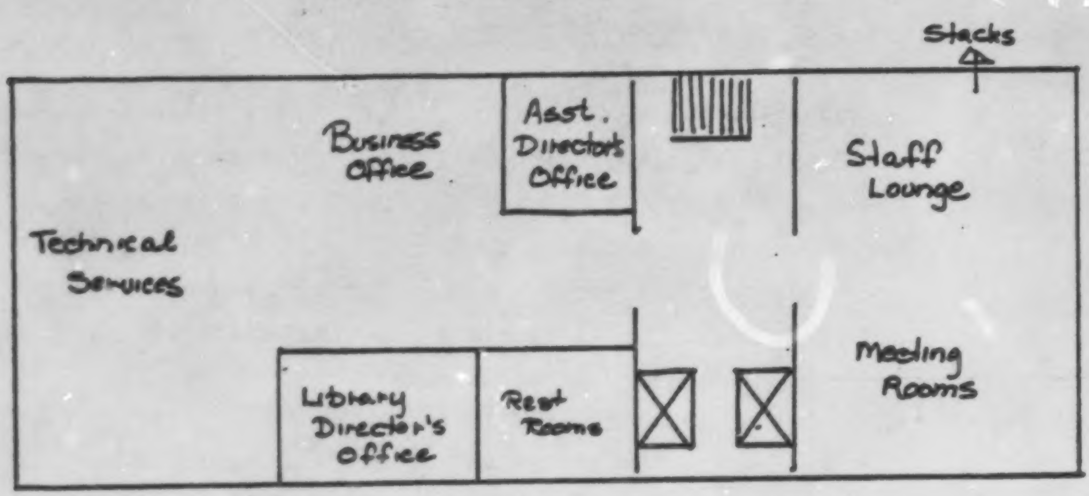
(Proposed Use)


Stacks
Humanities
(Reference Materials)
Humanities
(Circulating
Materials)
LADIES

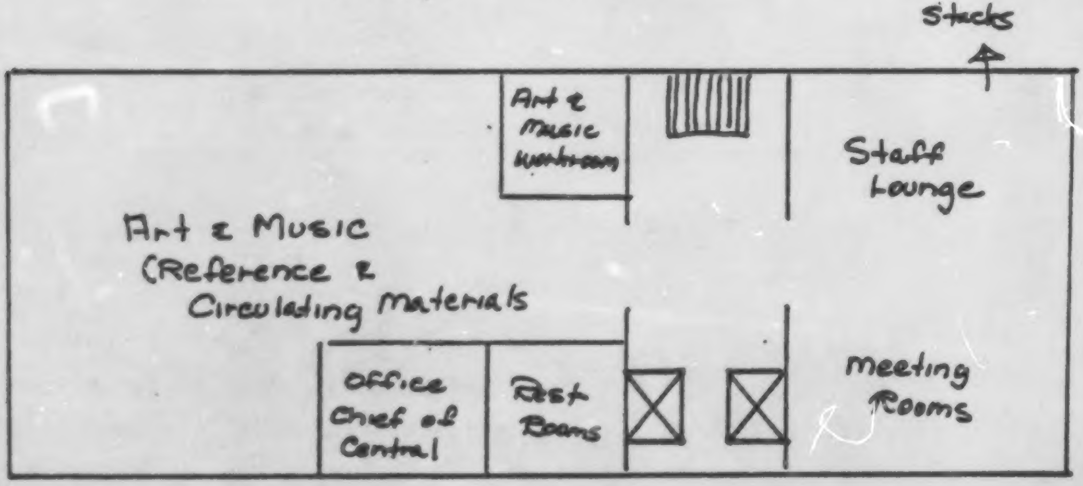
THIRD FLOOR

Chart 4

(Current Use)


Stacks
Business Office
Asst. Director's Office
Staff Lounge
Technical Services
Meeting Rooms
Library Director's Office
Rest Rooms

(Proposed Use)


Stacks
Art & Music Workroom
Staff Lounge
Art & Music (Reference & Circulating Materials
Meeting Rooms
Office Chief of Central
Rest Rooms

Chief of the Central Library

In addition to reorganizing the space, collections and service points within the building, there is a strong need to create an office of Chief of the Central Library with responsibility for the management and the administration of all public service functions. There is presently little direction or coordination between departments. The establishment of the office and position would give new direction and purpose to the Central Library. The position should be comparable with that of Extension and Technical Services chiefs. Recruitment for the position should be at the national level. The office space could be located on the third floor.

The Central Library, as the major resource center for the library system, should increase the number of service hours to 65 per week, Monday - Saturday. Additional staff would be needed to manage such an increase in service hours. Staffing adjustments for the schedule now being used are also in order.

Signage, both interior and exterior, is in need of improvement. A recent publication, Sign Systems for Libraries, offers insight into the advantages of a planned signage program.[3]

Long-Range Central Library Space Needs

Although the present Central Library building is architecturally significant, and should be a part of the growing renovation and restoration in Saint Paul, it is functionally inadequate and poorly sited. Additional space is needed today. In the long range, it will be impossible to carry out its functions without greatly increased space allocations. There are two alternatives to consider in addressing the long-range need: The present building could be expanded or a new building could be built on another site.

A new building would offer the opportunity to build in a more desirable location and to design a structure along current standards offering broad flexibility for future shifts in program and collection needs.

References:

1. Martin, Lowell A. Library Response to Urban Change. Chicago: American Library Association, 1969, P. 43.
2. Martin, Lowell A. "Future of the Urban Main Library: II." Library Trends, April, 1972, p. 780.
3. Pollet, Dorothy and Peter C. Haskell, eds. Sign Systems for Libraries. New York: R.R. Bowker Company, 1979.

Recommendations - Central Library

Recommendation CL 1

ESTABLISH A NEW LINE POSITION, CHIEF OF THE CENTRAL LIBRARY, REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

There is a strong need to bring the Central Library public service functions under one management offering improved coordination and relationships between departments and a renewed purpose for the library. Recruitment should be at the national level.

Date of Implementation

1981.

Cost

$22,480 (for nine months beginning April 1, 1981), $167,840 over a five year period.

Recommendation CL 2

COMPILE COST AND MARKETING DATA, FUNDING POSSIBILITIES AND AUTOMATION CONSIDERATIONS IN ORDER TO MAKE A DECISION ABOUT THE FUTURE OF THE NEWSPAPER INDEX.

Rationale

The consultants were not asked to deal with the question of whether or not the Newspaper Index should be continued; however, as a service of the Central Library involving staff time and other costs, the Newspaper Index did come under scrutiny by the consultants during the study. The Library has made a considerable investment in the Index. It has considerable value to the Library as a reference and research tool, and there are a few subscribers to the Index service. The Library has also received a separate, special consultant's report with sound and practical advice how to improve the mechanics of the Index, as well as some recommendations for possible automation, marketing and funding. Unfortunately, there is little information now available about the actual cost of the Newspaper Index project, making it difficult for HBW to provide a recommendation to continue or discontinue it. To collect the type of information on which to base a decision, it is recommended that:

—The current cost of producing the Index be determined; this should require approximately three months to compile.

—Concurrently, the present subscribers be queried regarding their willingness to pay a 100 percent price increase within the next 12 months.

—The results of these two sets of figures be evaluated. If income equals at least 50 percent of expenditures, then the project should be continued (with the implementation of the special consultant's recommendations) because of the service value of the Index to the Library.

—If the income does not equal 50 percent of the expenditures, special funding and the enlarging of the subscription market should be considered, assuming the service value of the Index to the Library is confirmed.

—Consideration should also be given to expanding the number of periodicals being indexed if a market analysis indicates that such expansion would enhance the marketing efforts. Other possibilities for indexing include suburban newspapers, city magazines, neighborhood papers, etc.

Date of Implementation

1981.

Cost

No cost.

Recommendation CL 3

ESTABLISH A NEW ORGANIZATIONAL STRUCTURE FOR COLLECTIONS AND SERVICE AS FOLLOWS:

- —BUSINESS, SCIENCE AND SOCIAL SCIENCE DEPARTMENT (THIS WOULD SERVE AS THE UMBRELLA FOR GENERAL FUNCTIONS SUCH AS INTERLIBRARY LOAN, TELEPHONE REFERENCE, COMPUTER-BASED BIBLIOGRAPHIC SEARCHING AND NEWSPAPER INDEXING SERVICE).
- —HUMANITIES DEPARTMENT
- —ART AND MUSIC DEPARTMENT
- —FILMS AND VIDEO DEPARTMENT
- —CHILDREN'S DEPARTMENT
- —CIRCULATION CONTROL SECTION (AS A COMPONENT OF TECHNICAL SERVICES)

Rationale

This suggested arrangement brings together those complementary parts of the collection into departments. This division would cause less overlapping and bring improved services to the client and more economical and efficient delivery of service. Films are as universal as the book collection in subject matter and have little or no relationship to the arts where they are presently attached. The video function is a kindred function to films and they should logically be merged for the best service to the public. The Young Adult Department can no longer be considered a viable service as it is presently defined. Experience has shown this age group balks at this separation and would be better served from other areas.

Date of Implementation

1982.

Cost

No cost.

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Recommendation CL 4

RELOCATE ADMINISTRATIVE SERVICES AND TECHNICAL SERVICES OUTSIDE OF THE CENTRAL LIBRARY BUILDING.

Rationale

This recommendation is a companion to TS 6, which recommends that Technical Services (plus Administrative Services) be relocated to the Lexington Library. Moving these vital support functions into space outside the building would free valuable space for the public service functions needed today and would offer space for short-term growth for all functions. Ideally, all Central Library functions should be housed under one roof; however, with the severe space and architectural limitations of the building, the direct public functions should take precedence in the use of the space. This recommdation must be accomplished before CL 5 can be implemented.

Date of Implementation

1982.

Cost

$3,500 (to move Administrative Services to Lexington Library).

Recommendation CL 5

REARRANGE THE COLLECTIONS AND SERVICES WITHIN THE SPACES OF THE CENTRAL LIBRARY BUILDING AS FOLLOWS:

—BUSINESS, SCIENCE AND SOCIAL SCIENCE DEPARTMENT ON THE FIRST FLOOR. THE REFERENCE FUNCTIONS AND ASSOCIATED FUNCTIONS WOULD OCCUPY SPACE PRESENTLY OCCUPIED BY THE CIRCULATION DEPARTMENT, AND THE COMPLEMENTARY CIRCULATING MATERIALS OF THE DEPARTMENT WOULD BE LOCATED WHERE REFERENCE IS NOW LOCATED.

—HUMANITIES DEPARTMENT ON THE SECOND FLOOR.

—ART AND MUSIC DEPARTMENT, MEETING ROOMS AND OFFICE OF THE CHIEF OF THE CENTRAL LIBRARY ON THE THIRD FLOOR.

—CHILDREN'S DEPARTMENT REMAIN AS SITUATED ON THE GROUND FLOOR.

—FILMS AND VIDEO DEPARTMENT ON THE GROUND FLOOR IN SPACE NOW OCCUPIED BY CHILDREN'S CLOSED STACKS AND THE INTERLIBRARY LOAN SECTION.

Rationale

This recommended shift including merging and dropping of collections, recognizes the Library's role as an information and reference center and the proximity and relationship of the Hill collection to the Saint Paul Public Library collection. The film and video collections represent a city-wide resource and an integral and complementing part of the total Central Library collection. Accessibility, as with any part of the collection, can be effectively addressed in the building and through an adequate delivery system.

Date of Implementation

1982.

Cost

$85,000 (renovation of space and additional equipment).

Recommendation CL 6

PLAN AND INSTALL ADDITIONAL EXTERIOR AND NEW COORDINATED INTERIOR SIGNAGE.

Rationale

There is a great need for exterior signs to tell the public where the Library is and for interior signage and related graphics to help users find their way in the building. An outside sign is needed to identify the Library and to announce the hours of service. It should be easily seen from a moving automobile. The library user needs the assistance of clear and simple directional signs. The few signs that exist now are not easily seen and have little planned consistency in type style and design. Effective and attractive signage and related graphics for a library and a building this complex require the services of a qualified graphic designer to meet the functional needs and to complement the architectural style of the building.

Date of Implementation

1983.

Cost

$2,800 for signage and graphics plan prepared by qualified graphic designer, $12,200 for execution of plan, total cost $15,000.

Recommendation CL 7

PROVIDE STAFFING ALLOCATIONS FOR THE PUBLIC SERVICE STAFF BASED ON THE FOLLOWING SERVICE CRITERIA: NUMBER OF REFERENCE STATIONS, HOURS OF SERVICE, NONPUBLIC SERVICE DUTIES FOR PROFESSIONAL STAFF AND CLERICAL SUPPORT STAFF.

Rationale

The recommended service criteria provide the basis for assigning, monitoring, and reallocating Central Library public service staff on an equitable, measurable basis; the resulting staff allocations will correlate staff resources with public service needs. Detailed descriptions of the service criteria follow:

—Allocation for the following library staff positions:

Librarians
Library Specialists
Library Assistants
Library Clerks

The allocation is based on the number of reference stations (public service desks, excluding circulation) and the number of hours the library is open for service, applied to the following departments:

Department	Number of Reference Stations	Weekly Hours of Service
Business, Science & Social Science	3	58
Humanities	2	58
Art and Music	1	58
Children's	1	58

(Note: Assumed to be open 58 hours year around, although the Central Library is currently open 58 hours per week for nine months each year, and 49½ hours per week for three months each year.)

The allocation includes an allowance for professional staff to perform their nonpublic service duties, such as materials selection, collection maintenance, in-service training, etc.

Provide a Librarian-Manager for each department, plus an allocation of 1.5 FTE staff positions per reference station for each 20 hours the library is open. Of this total allocation, one-fourth of the staff should be Library Assistants or Library Clerks.

Recommendation CL 7 (Continued)

Provide the following FTE staff allocations for the other public service units:

Unit	
Interlibrary Loan	4
Films and Video	4

—Allocation for Circulation Control staff for Central Library, assuming two service desks.

Provide a Circulation Control Manager, plus an allocation of 3.5 FTE Library Assistants or Library Clerks for each hour the library is open to the public.

(58 hrs. x 3.5 = 203 ÷ 37.5 + 5.4 or 5.5 staff + manager = 6.5 total minimum staff.)

—Allocation for Library Aides.

The Library Aides primarily sort and reshelve and retrieve materials, and perform a variety of other support duties. The number of Library Aide hours is based on the approximate number of volumes or materials that can be sorted and shelved per hour—plus an allowance for other duties—calculated on the Central Library's annual circulation. Allocate Library Aide hours for the Central Library on the basis of one hour annually for each 20 volumes of annual circulation.

Tables 9 and 10 compare the recommended staff allocations. Table 11 illustrates the differences.

Date of Implementation

1983.

Cost

$93,470 for +3.69 Librarians (figured at Librarian I rate), plus $49,560 for +2.2 Library Specialists (figured at Library Specialist I rate), less $27,440 for -1.5 Library Assistants/Clerks (figured at Library Assistant I rate) for grand total of $115,590; for the three years of this report, $380,600.

Table 9

Present FTE Staff Allocations for Central Library Public Service Departments Assuming 58 Hours of Service Per Week

Positions				**Departments**			
	Circ	**Ref**	**ILL**	**Arts/A-V**	**S & I**	**Child/YA**	**Totals**
Librarians	3.5	2.0	1.5	2.0	3.0	1.0	13.0
S L Sps	.39	.62	-	.73	.69	.88	3.31
Specialists	2.0	2.0	1.0	2.0	1.0	1.0	9.0
Assistants/ Clerks	5.0	3.0	2.0	4.0	3.0	2.0	19.0
Total	10.89	7.62	4.5	8.73	7.69	4.88	44.31
Aides (Hours)	7722	3380	-	3523	4264	2366	21,255

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Table 10

Recommended FTE Staff Allocations for Central Library Public Service Departments Assuming 58 Hours of Service Per Week

Positions	Bus., Sci., & Soc. Sci.(1)	Humanities	Art & Music	Children's	Films & Video	Circ Control	Totals
Librarians(2)	9.0	5.0	3.0	2.0	1.0	-	20.0
Specialists	4.5	2.7	1.0	2.0	1.0	-	11.2
Assistants/ Clerks	5.0	2.0	1.0	1.0	2.0	6.5(3)	17.5
Total	18.5	9.7	5.0	5.0	4.0	6.5	48.7
Aides (Hours)(4)							21,255

(1) Includes ILL staff.

(2) Includes Librarian-Manager.

(3) Includes Manager.

(4) Retains present number of hours for Library Aides, hours to be re-allocated among the reorganized departments.

Table 11

Recommended FTE Staffing Differences for Central Library Public Service Departments Assuming 58 Hours of Service Per Week

Positions	Present Staffing	Recommended Staffing	Differences
Librarians	16.31	20.0	+3.69
Specialists	9.0	11.2	+2.2
Assistants/Clerks	19.0	17.5	-1.5
Totals	44.31	48.7	+4.39
Aides (Hours)	21,255	21,255	-

Recommendation CL 8

PROVIDE A 65-HOUR PER WEEK, 52 WEEKS PER YEAR, SCHEDULE OF SERVICE HOURS.

Rationale

Currently, the Central Library is open 58 hours per week from September through May and 49½ hours from June through August as follows:

Service Days	Winter Hours	Summer Hours
Monday	9 a.m. - 9 p.m.	9 a.m. - 9 p.m.
Tuesday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Wednesday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Thursday	9 a.m. - 9 p.m.	9 a.m. - 9 p.m.
Friday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Saturday	9 a.m. - 5:30 p.m.	Closed

The Telephone Survey and In-House Survey in the Community Analysis queried users about the convenience of current service hours at the Central Library and all branches. While 56 percent of the respondents said the present hours were either "extremely convenient" or "very convenient," the majority of users also responded with specific suggestions for changing the service hours. Some users especially recommended more evening hours for the Central Library, and others asked for more weekend hours on Sunday and for Saturday hours during the summer. Users particularly asked for a uniform year-around schedule of service hours.

Because the Central Library is the major resource in the library system and, in response to user requests in the Community Analysis, the following, 65-hour-per-week schedule of service, with four evenings of service instead of only two, and year-around service on Saturday, is recommended for the Central Library:

Service Days	Schedule of Hours
Monday	9 a.m. - 9 p.m.
Tuesday	9 a.m. - 9 p.m.
Wednesday	9 a.m. - 9 p.m.
Thursday	9 a.m. - 9 p.m.
Friday	9 a.m. - 5:30 p.m.
Saturday	9 a.m. - 5:30 p.m.

Table 12 compares staffing needs between a 58 hours per week schedule and the recommended 65 hours per week schedule.

Date of Implementation

1985.

Recommendation CL 8 (Continued)

Cost

$61,060 for +1.9 Librarians (figured at Librarian I rate), plus $40,000 for +1.4 Library Specialists (figured at Library Specialist I rate), plus $55,770 for +2.4 Library Assistants/Clerks (figured at Library Assistant I rate), plus $7,200 for +1,500 Library Aide Hours (figured at $4.80 per hour rate) for grand total of $164,030.

Table 12

Recommended FTE Staffing Allocations for Central Library Public Service Departments Assuming 65 Hours of Service Per Week

Positions	**Departments**						
	Bus., Sci. & Soc Sci.(1)	Humanities	Art & Music	Children's	Films & Video	Circ Control	Totals
Librarians(2)							
65 Hours	10.0	5.0	3.0	2.9	1.0	-	21.9
58 Hours	9.0	5.0	3.0	2.0	1.0	-	20.0
Specialists							
65 Hours	4.9	3.7	1.0	2.0	1.0	-	12.6
58 Hours	4.5	2.7	1.0	2.0	1.0	-	11.2
Assistants/Clerks							
65 Hours	6.0	2.0	1.9	1.0	2.0	7.0(3)	19.9
58 Hours	5.0	2.0	1.0	1.0	2.0	6.5	17.5
Totals							
65 Hours	20.9	10.7	5.9	5.9	4.0	7.0	54.4
58 Hours	18.5	9.7	5.0	5.0	4.0	6.5	48.7
Differences	+2.4	+1.1	+.9	+.9	-	+.5	+5.7
Aides (Hours)							
65 Hours							22,755
58 Hours							21,255
Difference (Hours)							1,500

(1) Includes ILL staff.

(2) Includes Librarian-Manager.

(3) Includes Manager.

(4) Based on anticipated 30,000 increase in annual circulation for building.

Recommendation CL 9

INITIATE STAFF PLANNING FOR A NEW 200,000 SQUARE FOOT CENTRAL LIBRARY BUILDING.

Rationale

The present building is inadequate. It is too small to properly house all the necessary functions. Its multi-levels of space, and many fixed walls and columns, cause operational inefficiencies. The lack of an adequate loading dock and absence of parking are other shortcomings. The potential redevelopment of the Saint Paul Hotel and surrounding property may offer the city an opportunity to create a downtown precinct, combining the best of the past with the excitement of the future.

The present structure has been designated as an historical building with the National Registry of Historic Buildings. This tends to protect the structure from destruction, distortion and alteration. The legal restrictions are limited, but the designation does present a handicap for full renovation and addition. The undeveloped area in the rear of the building offers some space for expansion. Useful additional space could be provided by constructing a building linking the existing ground, first and second floors. Depending on design, the existing space occupied by the middle section of the building could be doubled. Costs of additions are usually higher than completely new buildings, and they are seldom as satisfactory. The renovated area would not be as flexible nor as functional as space in a new building.

Date of Implementation

1985.

Cost

No cost.

Chapter VII

EXTENSION SERVICES

Extension services are all public services outside of the Central Library, including branches, bookmobiles, possible deposit collections in rest homes, community centers, etc. These extension agencies provide smaller collections of materials designed to satisfy the majority of current or popular reading needs plus ready reference and information requests. Requests for more specialized materials and research are referred to the Central Library or answered via intralibrary loan. Extension services in urban library systems usually account for approximately 75 to 90 percent of the total circulation. In 1979, according to the Community Analysis' Transaction Film Study, the extension agencies accounted for 75.9 percent of the system's total circulation; the branches accounted for 71 percent and the bookmobiles accounted for 4.9 percent. Typically, the branches and bookmobiles in the SPPL had much greater circulation to juvenile borrowers than the Central Library.

The consultants have also analyzed the library facilities, looking in a general way at the physical condition of each building, and at the operational effectiveness of each branch in terms of circulation-per-FTE staff; see Table 13 on the following page.

Table 13

Branch Libraries - Circulation Per FTE Staff

Library	1980 Circulation(1)	FTE Staff	Circulation Per FTE Staff
Arlington Hills	70,000	4.1	17,073
Hamline	82,000	4.0	20,500
Hayden Heights	148,000	7.7	19,220
Highland Park	268,000	10.3	26,019
Lexington	116,000	7.5	15,466
Merriam Park	110,000	4.9	22,448
Rice Street	74,000	3.9	18,974
Riverview	60,000	3.8	15,789
St. Anthony Park	80,000	4.1	19,512
Sun Ray	258,000	8.5	30,352
Totals	1,266,000	58.8	21,530

(1) Compiled by taking June 1980[1] figures, multiplied by two, and rounded.

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A New Concept

The recommendations in this chapter address in particular the role of branch libraries and the present rationale for developing two levels of Community Libraries: area Community Libraries with larger, full-service collections, more service hours and larger staffs; and neighborhood Community Libraries with smaller collections, fewer service hours and smaller staffs. The distinction will tend to minimize duplication of resources and provide improved service, given the library system's budget constraints. The consultants recommend that the term "Community Library" be used in lieu of "branch."

The Library's operating budget cannot realistically sustain ten, full-service, major community libraries due to the costly duplication of collections, services, service hours and related staff. To reduce this duplication, the extension services resources should be redistributed to develop the largest, strategically-located, library facilities in the best condition into the area community libraries; namely Hayden Heights, Highland Park, Lexington, St. Anthony Park and Sun Ray. The smaller and less effective facilities should be developed into neighborhood libraries that provide limited library services emphasizing popular, circulating materials. Arlington Hills, Hamline, Merriam Park, Rice Street and Riverview would be neighborhood community libraries.

All five area Community Libraries should be developed to house the largest extension collections, including circulating materials, specialized holdings with large reference collections, and large periodical holdings. Accordingly, they should provide more service hours and have correspondingly larger staffs than the neighborhood Community Libraries. However, at this time all extension service libraries, except Lexington, are understaffed. Additional personnel is needed for 1981. Subsequently, the neighborhood service agencies will not need additional staff for the next few years unless there is a dramatic upturn in circulation.

The Buildings

Nine of the ten "Community Library" buildings (all but Hayden Heights) will require considerable renovation and repair in the years ahead. Five projects are scheduled for inclusion in the 1980 CIB Projects.[2] HBW recommends a specific building study of the six oldest structures be undertaken before significant capital funds are expended.

Central Library Recommendations CL 3 and 5 address a new organizational and service structure for the Central facility which, among other changes, calls for the Video Communications Center (VCC) to be merged with the film collection to form a new Films and Video Department, housed in the downtown building. Recommendation CL 4, as well as TS 6, proposes that Administrative and Technical Services be moved to the Lexington Library.

The Lexington building has approximately 19,800 square feet of space on two levels. Converted from a theater to library use, it is spacious and attractive, but the floor space is poorly-arranged. There is too much open space between the foyer and the book stacks and the stacks should be relocated forward about 30 to 40 feet. The high ceilings should also be lowered above the children's area to scale down the floor-to-ceiling space. To accomodate the re-location of Administrative and Technical Services and to better utilize the main floor space for public services, HBW recommends that the main floor be converted to reduce the public service area to approximately 7,000 square feet. A portion of the first floor and the entire second floor—a combined space of about 7,000 square feet—should be converted to house the administrative and technical services functions. The remaining 5,800 square feet, including the present bookmobile garage and service area, would be converted to service the bookmobile, receive deliveries for technical services and other purposes yet to be assigned.

The St. Anthony Park Library is the oldest and smallest building among the five area Community Libraries. It is a two-level building of only 5,100 square feet, constructed in 1917. The other library buildings now range up to 12,000 square feet. The St. Anthony Park building will require considerable up-grading to become more appealing, comfortable and service-effective. Its location, however, currently provides the best available facility for service in the far northwest sector of the city.

All ten Community Libraries should provide 24-hour book return chutes for the public's convenience. Worry about getting materials back to the library on time was a principal service barrier cited by non-users in the Community Analysis.

The parking lots, where they exist, should be restriped and provided with new signage including designated parking for the handicapped. Modern, low-profile bicycle racks should be installed.

The community library system should also develop and implement a uniform graphics and signage program for all buildings. Effective graphics and signage can improve the appearance of the buildings and facilitate public usage. Overall, these improvements will increase the service effectiveness of the libraries. For example, due in part to its poor space arrangement, the Lexington Library is the least effective library in average cost-per-circualtion; the recommended improvements should improve that ratio.

The old Hayden Heights building should be sold, the proceeds accruing to the Library.

Bookmobile and Other Services

Bookmobile services were also considered. A recommendation is included for the transfer of existing service to an unserved area identified in the Community Analysis. No changes are recommended for the bookmobile staff. Although not considered a priority in the five-year plan, consideration should be given to free-standing book-return units for all bookmobile locations, permitting around-the-clock usage of the book return. Library service should also be extended to areas where people work; hence, there is a recommendation included for a mini-library outlet in the downtown skyway system. The Tool Lending Library at the Rice Street Library should be discontinued.

References:

1. Monthly Statistical Report. Saint Paul: Saint Paul Public Library, June, 1980.
2. Letter from Carole Williams, Extension Services Supervisor, October 23, 1980.

Additional References:

1. Coughlin, Robert E., et. al. Urban Analysis for Branch Library System Planning. New York: Greenwood Press, 1972.
2. Recommended 1980 Capital Improvement Budget Priorities and Tentative Program For The Years 1981-1984. Saint Paul: Long-Range Captial Improvement Budget Committee, CIB Report Number Fourteen, as adopted July 12, 1979.

Recommendation ES 1

ADOPT THE CONCEPT OF COMMUNITY LIBRARIES, INCLUDING FIVE AREA AND FIVE NEIGHBORHOOD LIBRARIES: PROVIDE STAFFING ALLOCATIONS BASED ON THESE SERVICE CRITERIA: NUMBER OF REFERENCE/READER'S ADVISORY WORK STATIONS, HOURS OF SERVICE, CIRCULATION, AND NON-PUBLIC SERVICE DUTIES FOR PROFESSIONAL STAFF.

Rationale

The Library's operating budget cannot effectively sustain ten, full-service, major community libraries due to the costly duplication of collections, services, service hours and related staff. To reduce this duplication, the system's extension resources should develop the largest, strategically-located, library facilities in the best condition into area Community Libraries. There would be five area libraries: Hayden Heights, Highland Park, Lexington, St. Anthony Park and Sun Ray.

The smaller and less effective libraries should be renovated and converted into neighborhood Community Libraries; they should have smaller collections emphasizing popular current books and materials. The Arlington Hills, Hamline, Merriam Park, Rice Street and Riverview buildings should serve as neighborhood Community Libraries. They should have fewer reference materials and periodicals (including back issues), provide less programming, offer fewer service hours and have correspondingly smaller staffs than the area Community Libraries. They should depend on the area Community Libraries and the Central Library to provide needed specialized materials through referrals and intralibrary loan.

For staffing purposes, the recommended service criteria provide the basis for assigning, monitoring, and reallocating Community Library staff members on an equitable, measurable basis; the resulting staff allocations will correlate staff resources with public service needs. Detailed descriptions of the service criteria follow.

—Allocation for Librarians and Library Specialists (including Head of the Community Library)

The allocation is based on the number of reference stations (public service desks such as adult reference and children's services, excluding the circulation desk), and the number of hours the library is open for service. The allocation includes an allowance for these staff to perform their non-public service duties, such as materials selection, collection maintenance, program planning and programming, community contacts, in-service training,etc.

—For Small Community Libraries Assuming 51 Hours of Service Weekly and One Reference Station:

Recommendation ES 1 (Continued)

—Assign one full-time equivalent (FTE) Librarian or Library Specialist for each 25 hours the library is open. This is a basic staff allocation regardless of the library's annual circulation. This requires 2 FTE Librarians or Library Specialists. For libraries with an annual circulation in excess of 200,000, provide an additional Librarian or Library Specialist staff on the basis of .5 FTE for each additional 50,000 annual circulation.

—For Principal Community Libraries Assuming 58 Hours of Service Weekly and Two Reference Stations:

—Assign .75 FTE Librarian or Library Specialist for each Reference Station for each 25 hours the library is open. This is a basic staff allocation regardless of the library's annual circulation. This requires 3.5 FTE Librarians or Library Specialists. For libraries with an annual circulation in excess of 200,000, provide an additional Librarian or Library Specialist on the basis of .5 FTE for each additional 50,000 annual circulation.

—Allocation for Library Assistants and Library Clerks (Assuming no on-line circulation system)

—For All Community Libraries Regardless of the Number of Weekly Service Hours:

—Assign at least two FTE Library Assistants or Library Clerks to each library or one FTE per each 40,000 annual circulation up to 160,000 annual circulation, whichever FTE number is larger. Provide additional Library Assistants or Library Clerks on the basis of .5 FTE for each 40,000 annual circulation in excess of 160,000.

—Allocation for Library Aides

—For All Community Libraries Regardless of the Number of Weekly Service Hours:

—The Library Aides primarily sort and re-shelve library materials and perform a variety of other support duties. The number of Library Aide hours assigned is based on the approximate number of volumes or materials that can be sorted and shelved per hour—plus an allowance for other duties—and is determined by the library's circulation. Allocate Library Aide hours on the basis of one hour annually for each 60 volumes of annual circulation.

The following two tables present the current and recommended staff allocations for the area and the neighborhood libraries. Because nine of the ten extension agencies are now understaffed—Lexington the exception—the proposed staffing allocation formula, based upon the recommended service criteria, results in a new staff increase of 8.2 FTE Once the concept of area and neighborhood community libraries is adopted and implemented, the staffing needs, as well as other operational costs, of the neighborhood libraries will stabilize.

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Recommendation ES 1 (Continued)

Date of Implementation

1981.

Cost

No cost for adopting concept of five area and five neighborhood libraries; $150,000 for 1982 for additional staff, $728,610 over four years.

Table 14

Recommended FTE Staff Allocation for Area Community Libraries Assuming 58 Hours of Service Weekly

Community Library	HAYDEN HEIGHTS		HIGHLAND PARK		LEXINGTON	
Annual Circulation(1)	148,000		268,000		116,000	
Staff Allocations	**Current**	**Recommended**	**Current**	**Recommended**	**Current**	**Recommend**
Librarians/ Specialists(2)	3.2 FTE	3.5 FTE	3.5 FTE	4.0 FTE	3.2 FTE	3.5 FT
Assistants/ Clerks(3)	3.0	3.5	5.0	4.8	3.0	3.0
Aides (4) (Hours)	1.5 (3,120)	1.2 (2,466)	1.8 (3,770)	2.1 (4,466)	1.3 (2,782)	.9 (1,933)
TOTAL STAFF(5)	7.7 FTE	8.2 FTE	10.3 FTE	10.9 FTE	7.5 FTE	7.4 FT
DIFFERENCE(6)		+.5 FTE		+.6 FTE		-.1 FT

(1) Based on first six months of 1980 multiplied by two.

(2) Assign .75 FTE Librarian or Library Specialist for each Reference Station for each 25 hours the library is open for service; principal Community Libraries are assumed to have two Reference Stations. Provide additional Librarians or Library Specialists on the basis of .5 FTE for each additional 50,000 circulation in excess of 200,000.

(3) Provide at least 2 FTE Library Assistants or Library Clerks or 1 FTE per each 40,000 annual circulation, up to 160,000. Provide additional Library Assistants or Library Clerks on the basis of .5 FTE for each 40,000 annual circulation in excess of 160,000.

(4) Provide one hour of Library Aide time for each 60 volume of annual circulation.

(5) Excludes Custodians.

(6) Difference between present and recommended staff allocations.

Table 14 (Continued)

Community Library	ST. ANTHONY		SUN RAY		TOTALS		
Annual Circulation	80,000		258,000		870,000		
Staff Allocations	Current	Recommended	Current	Recommended	Current	Recommended	Difference
Librarians/ Specialists	2.3 FTE	3.5 FTE	3.5 FTE	4.0 FTE	15.7 FTE	18.5 FTE	+2.8 FTE
Assistants/ Clerks	1.0	2.0	3.0	4.8	15.0	18.1	+3.1
Aides (Hours)	.8 (1,612)	.6 (1,333)	2.0 (4,056)	2.1 (4,300)	7.4 (15,430)	6.9 (14,498)	-0.5 (-932)
TOTAL STAFF (Aide Annual Hours)	4.1 FTE	6.1 FTE	8.5 FTE	10.9 FTE	38.1 FTE (15,430)	43.5 FTE (14,498)	+5.4 FTE
DIFFERENCE		+2.0 FTE		+2.4 FTE			+5.4 FTE (+932)

Table 15

Recommended FTE Staff Allocation for Neighborhood Community Libraries Assuming 51 Hours of Service Weekly

Community Library	ARLINGTON HILLS		HAMLINE		MERRIAM PARK	
Annual Circulation(1)	70,000		82,000		110,000	
Staff Allocations	Current	Recommended	Current	Recommended	Current	Recommende
Librarians/ Specialists(2)	2.3 FTE	2.0 FTE	2.2 FTE	2.0 FTE	2.1 FTE	2.0 FTE
Assistants/ Clerks(3)	1.0	2.0	1.0	2.0	2.0	2.7
Aides(4)	.8	.6	.8	.7	.8	.9
(Hours)	(1,586)	(1,166)	(1,560)	(1,366)	(1,716)	(1,833)
TOTAL STAFF(5)	4.1 FTE	4.6 FTE	4.0 FTE	4.7 FTE	4.9 FTE	5.6 FTE
DIFFERENCE (6)		+.5 FTE		+.7 FTE		+.7 FTE

(1) Based on first six months of 1980 multiplied by two.

(2) Assign 1 FTE Librarian or Library Specialist for each Reference Station for each 25 hours the library is open for service; small Community Libraries are assumed to have one Reference Station.

(3) Provide at least 2 FTE Library Assistants or Library Clerks, or 1 FTE for each 40,000 of annual circulation up to 160,000 annual circulation.

(4) Provide one hour of Library Aide time for each 60 volumes of annual circulation.

(5) Excludes Custodians.

(6) Difference between present and recommended staff allocations.

Table 15 (Continued)

Community Library	RICE STREET		RIVERVIEW		TOTALS		
Annual Circulation	74,000		60,000		396,000		
Staff Allocations	**Current**	**Recommended**	**Current**	**Recommended**	**Current**	**Recommended**	**Difference**
Librarians/ Specialists	2.3 FTE	2.0 FTE	1.2 FTE	2.0 FTE	10.1 FTE	10.0 FTE	-0.1 FTE
Assistants/ Clerks	1.0	2.0	2.0	1.5	7.0	10.2	+3.2
Aides (Hours)	.6 (1,274)	.6 (1,233)	.6 (1,300)	.5 (1,000)	3.6 (7,436)	3.3 (6,598)	-0.3 (-838)
TOTAL STAFF (Aide Annual Hours)	3.9 FTE	4.6 FTE	3.8 FTE	4.0 FTE	20.7 FTE (7,436)	23.5 FTE (6,598)	+2.8 FTE (-838)
DIFFERENCE		+.7 FTE		+.2 FTE			+2.8 FTE

Recommendation ES 2

PROVIDE A YEAR-AROUND 58-HOUR WEEKLY SCHEDULE OF SERVICE FOR THE FIVE AREA COMMUNITY LIBRARIES, A YEAR-AROUND 51-HOUR WEEKLY SCHEDULE FOR THE FIVE NEIGHBORHOOD LIBRARIES.

Rationale

Currently, the four largest community libraries, Hayden Heights, Highland Park, Lexington, and Sun Ray, are open 58 hours during the period September through May, and 49½ hours during the period June through August, as follows:

	September - May	June - August
Monday	9 a.m. - 9 p.m.	9 a.m. - 9 p.m.
Tuesday	12:30 p.m. - 9 p.m.	9 a.m. - 5:30 p.m.
Wednesday	12:30 p.m. - 9 p.m.	9 a.m. - 5:30 p.m.
Thursday	9 a.m. - 9 p.m.	9 a.m. - 9 p.m.
Friday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Saturday	9 a.m. - 5:30 p.m.	Closed

The other six libraries are now open 51 hours during fall-winter and 42½ hours during the spring-summer; see schedule below:

	September - May	June - August
Monday	12:30 p.m. - 9 p.m.	12:30 p.m. - 9 p.m.
Tuesday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Wednesday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Thursday	12:30 p.m. - 9 p.m.	12:30 p.m. - 9 p.m.
Friday	9 a.m. - 5:30 p.m.	9 a.m. - 5:30 p.m.
Saturday	9 a.m. - 5:30 p.m.	Closed

The Telephone Survey and In-House Survey in the Community Analysis queried users about the convenience of current service hours at the Central Library and all branches. While 56 percent of the respondents said the present hours were either "extremely convenient" or "very convenient," the majority of users also made specific suggestions for changing the service hours. They recommended more evening hours and more weekend hours systemwide and particularly asked for weekend hours during the summer, when the libraries are closed on Saturday and Sunday. Respondents at all except one branch urged that the Library establish a single, year-around schedule of service hours for the entire system. The Community Analysis survey also asked nonusers (i.e., persons who hadn't used the library in the previous 12 months) their reasons for not using the Library; almost 40 percent said they were worried about getting books back on time; approximately 29 percent said it was too difficult for them to get to the Library (i.e., transportation or physical access), and about 24 percent said the Library wasn't open when they wanted it to be open.

Recommendation ES 2 (Continued)

A single, year-around schedule for all libraries in the system is not recommended because some of the libraries serve different purposes in relation to their resources and specialized staff. Instead, two sets of year-around schedules are recommended. A 58-hour weekly service schedule is recommended for the five area community libraries with the largest collections and staffs among the extension agencies. The recommended schedule—identical to the present September - May schedule shown above—provides more service on Saturday. Many users suggested Sunday service hours, particularly for the Central Library, but Saturday is considered the first priority for weekend service. As a secondary priority, Sunday afternoon service hours—from 1 p.m. to 5 p.m. at the Central Library and three or four of the area libraries—should be considered.

The recommended service schedule for the neighborhood Community Libraries is similar to the present September - May schedule, but in response to user requests, it suggests service on three evenings rather than just two evenings, as follows:

Service Days	Schedule of Hours
Monday	12:30 p.m. - 9 p.m.
Tuesday	9 a.m. - 5:30 p.m.
Wednesday	12:30 p.m. - 9 p.m.
Thursday	12:30 p.m. - 9 p.m.
Friday	9 a.m. - 5:30 p.m.
Saturday	9 a.m. - 5:30 p.m.

There will be 1579.5 additional annual hours of library service provided. Implementation of this recommendation is dependent upon the staffing allocations of the first recommendation being approved.

Date of Implementation

1981 for planning and preparing for new schedule; 1982 for implementation.

Cost

No cost for planning; $25,000 per year for additional heating, cooling and lighting, $100,000 through 1985.

Recommendation ES 3

SELL THE OLD HAYDEN HEIGHTS LIBRARY BUILDING, USING THE PROCEEDS TO ASSIST IN UNDERWRITING THE COSTS OF RENOVATING/REPAIRING THE PRESENT BUILDINGS.

Rationale

The old Hayden Heights Library building containing 4,800 square feet was constructed in 1955, and it was replaced with a new 12,295 square foot facility which opened in 1979. The old building is now surplus property, and should be sold. The proceeds should be used to help underwrite the cost of renovating the present library buildings.

Date of Implementation

1981.

Cost

No cost. The Library should expect to receive approximately $48,000 for the building and land.

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Recommendation ES 4

DISCONTINUE THE RICE STREET TOOL LENDING LIBRARY.

Rationale

In order for citizens to use the Tool Lending Library they must be "certified" as being of a certain economic status. That is, citizens with an income above a certain level are not eligible to borrow tools from the service. This is counter to the general philosophy of modern public library service. The practice automatically establishes two levels of users, not a healthy situation for the Saint Paul Public Library.

Date of Implementation

1981.

Cost

No cost.

Recommendation ES 5

ESTABLISH TWO NEW BOOKMOBILE STOPS IN THE NOW UNSERVED AREA OF LEXINGTON, RANDOLPH AND ST. CLAIR AVENUES.

Rationale

The Community Analysis showed that the area in the vicinity of Lexington, Randolph, and St. Clair Avenues is presently without adequate library service. Two bookmobile service locations should be set in this area. The bookmobiles will provide immediate service to the area and will serve to test the areas for a possible new Community Library. Selection of the locations should follow the guidelines set forth in Phase Two of the Preliminary Reports: Branch Library Space Utilization. If bookmobile usage warrants, planning for a new Community Library of approximately 10,000 square feet should be initiated in 1982.

Date of Implementation

1981.

Cost

$500 for installation of electrical outlets and signage.

Recommendation ES 6

ALTER THE PHYSICAL LAYOUT OF THE LEXINGTON LIBRARY TO HOUSE ADMINISTRATIVE SERVICES AND TECHNICAL SERVICES.

Rationale

Renovate approximately 7,000 square feet (portion of first floor and entire second floor) to house the administrative offices and technical services. Renovate a portion of the remaining 5,800 square feet on the first floor, including the present bookmobile loading/service garage, to provide a delivery area for technical services, and for purposes yet to be assigned.

These changes will leave about 7,000 square feet of first floor space for public service. Present usage of the facility does not warrant the continued large amount of space for public service. This recommendation must be acted upon before CL 3, 4, and 5, and Technical Services Recommendation TS 6 can be implemented.

Date of Implementation

1982.

Cost

$176,000 (including about $15,000 for furnishings).

Recommendation ES 7

PROVIDE FOR 24-HOUR LIBRARY MATERIALS RETURN AT ALL COMMUNITY LIBRARIES.

Rationale

All of the community libraries should provide 24-hour book return chutes for the public. Worry about getting materials back to the library on time was a principal barrier cited by nonusers in the Community Analysis, so book return facilities should be provided. At present, only the Central Library has a book return; the chutes were closed in the other libraries several years ago due to the threat of vandalism, especially fire. To implement this recommendation, reopen the existing book return chutes and either enclose them in fire-retarding units (closets) or provide commercially available, all-metal, fire-deterrent return chutes and carts to protect against fires and other damage. The commercial units are available in three sizes (i.e., 100 vol., 200 vol., and 350 vol. capacity) from Kingsley Library Equipment Company, P.O. Box 2731, Pomona, CA, 91766. Unless the location of the existing book chutes prohibits, due to space considerations, the commercial book chute and cart (350 vol. capacity) are recommended. Only the fire-deterrent book cart (without the book chute) may be needed at some libraries if the existing chute can be used. The estimated cost assumes the need for the book chute and cart at all locations.

Date of Implementation

1982 (for the five area libraries).
1984 (for the five neighborhood libraries).

Cost

$7,000 (in 1982); includes $460 per fire-deterrent return chute ($460 each), 350 vol. capacity cart ($760 each), and allowance for modifying existing returns.

$8,450 (in 1984); includes same as above, allowing for inflation.

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Recommendation ES 8

ESTABLISH A "MINI-LIBRARY" SERVICE OUTLET IN THE DOWNTOWN SKYWAY SYSTEM.

Rationale

The skyway system has good potential for providing library service and generating visibility for the Saint Paul Public Library through a "mini-library" outlet in downtwon Saint Paul at a minimum cost. The Library should consider the best high-pedestrian traffic location in the skyway for a service point of at least 300 square feet. Service would be limited to the provision of circulating materials with an emphasis on popular books, although requests could be handled for other materials in the system; a telephone should be provided for communication with the other library agencies. The mini-library should be designed to appeal to persons who have a limited time to select materials. It would resemble a kiosk with specially-designed graphics and signage, and with modular shelving and display units which can be secure when closed; it should house approximately 4,000 volumes, primarily paperbacks, and should be limited to a small work unit with chairs for staff and a few stools for the public.

The basic schedule could be 10 a.m. to 5:30 p.m., Monday through Friday, for a total of 37½ hours of service per week. If pedestrian traffic and usage warrant, Saturday service could be included, to bring the total to 45 hours of service per week.

The Library should seek outside funding from the private sector, businesses and foundations to underwrite construction or purchase of the modular units, graphics, signage and staffing costs (two Library Assistants) for the first two years.

Date of Implementation

1983.

Cost

$136,580 (includes $100,000 capital investment for kiosk and initial book stack) in 1983, $224,280 total costs through 1985 (including capital costs).

Recommendation ES 9

CONDUCT A SPECIFIC BUILDINGS STRUCTURE OF THE COMMUNITY LIBRARIES; RENOVATE AND IMPROVE THE INTERIORS AND EXTERIORS OF THE LIBRARIES DURING THE NEXT FIVE YEARS; INITIATE THE STUDY ELEMENT OF THE PROJECT IN 1981.

Rationale

HBW analysed individual library facilities on the basis of physical condition (in a general way) and the operational effectiveness. Among the neighborhood Community Libraries, the oldest two buildings, Arlington Hills and Riverview, constructed in 1917, along with Hamline and Merriam Park, constructed in 1930, have many similarities. Access to these two-level buildings is via stairs; library materials and services are on the second level; meeting rooms, storage, restrooms and staff lounge space are on the lower level (with the exception of Hamline). All of these buildings will require considerable upgrading if they are to be retained as service-effective libraries. The Rice Street library, constructed in 1952, will also require considerable upgrading.

The Community Analysis delineated the Service Areas for all libraries; see Illustration VI-1, on page 153. The delineation revealed duplication of Service Areas. The Hamline Library has considerable duplication with Merriam Park. Rice Street and Arlington Hills have moderate duplication, and Riverview's Service Area extends well into the Central Library Service Area. If the buildings study authorizes such, these five libraries should be refurbished (as should St. Anthony Park). The refurbishing should concentrate on the public service areas as described in the *Preliminary Reports: Branch Library Space Utilization*; in summary, it recommends painting the walls and ceilings a brighter and lighter color to enhance appearance and improve visibility; carpeting throughout, except for restrooms, storage and staff room areas; and access for handicapped users (ramps, rails, easy opening doors, special water fountains, etc.). Refurbishing of the lower floors should be limited to the painting and possible carpeting of the meeting room, if use by community groups and programs warrant.

The parking lots for all libraries should be restriped and provided with new signage including designated parking for the handicapped. Modern, low-profile bicycle racks should be installed where needed. A uniform signage program should be developed and implemented (see Recommendation CL 6).

Date of Implementation

1981-1985.

Cost

$50,000 for study, $750,000 for refurbishing over five years, total of $800,000.

Chapter VIII

COMMUNITY RELATIONS: PROMOTION - PUBLICITY - PROGRAMMING

The Saint Paul Public Library has an ideal cultural, educational and enlightened social services environment in which to promote the Library's services and to relate the Library to the community through many programs for adults and children. The library system currently provides children's programs and some adult programming including such significant offerings as the special lecture series, "The Enduring Woman." However, the Library does not plan and provide programming, displays, exhibits or public relations acitivities on a coordinated, year-around schedule. The recent addition of a full-time Public Information Officer (PIO) provides a good basis for some of the planning that must precede continuing programming and public relations.

Program Planning and Coordination

The Library should spend one year developing plans for a program and exhibit series. Implementation should begin slowly and build to a peak three to four years later. External funding should be sought to support major program events and exhibits. The activities developed and presented should, whenever possible, relate to the Library's principal purpose—the provision of informational material. However, programs that may be considered "entertainment," e.g., a film series, musical recitals, concerts, and the like should also be offered.

Not all activities need be contained to within the buildings. The lawn behind the Central Library building, as well as the park facing, are prime places for Library sponsored (or co-sponsored) events. Other areas of downtown Saint Paul, especially the skyway system, are good possibilities for displays and exhibits. A five-year goal should be to have the Library involved in a program series and/or display-exhibit somewhere in Saint Paul every week of the year.

While the staffs of the ten Community Libraries and the Central Library should be encouraged to identify and recommend programs, as they do currently, the library system's programming should be planned, coordinated and evaluated by a systemwide committee of adult and children's services librarians from the Central Library and Community Libraries, plus the PIO. Seasonal programming, such as story hours, puppet shows, holiday programs, summer reading programs, school visits to the Library, and classroom visits, etc., should be listed on the program calendar through the committee. In addition to considering and scheduling the seasonal programming, the committee should review programming needs on a citywide and neighborhood basis, drawing on staff suggestions and the committee's awareness of community interests and trends, such as retrofitting homes for energy savings. Programming should link the Library's resources to community needs and introduce citizens to the Library's information role. After the programming committee has identified the needs, those needs should be ranked and analyzed relative to the Library's goals, target audiences, possible program forms and relationship to library resources, and the availability of programming elsewhere in the community. The feasibility of programming co-sponsored with other agencies or institutions, and related costs, must be considered. The committee should give priority consideration to programming that can be provided on a rotating basis in several or all of the system libraries. Communications with other government offices, agencies and institutions in the planning process can produce many new leads for minicourses or topics of interest ranging from estate planning, assertiveness training, parent effectiveness training, car maintenance and speed reading, to care and appreciation of antiques, living with your computer, tracing your family tree, and physical fitness. The committee will have the tasks of selecting and planning the programs that best satisfy the Library's aims. The committee should also have ways to evaluate the resulting programs.

Exhibits

The Saint Paul Public Library should lead the way in providing professionally-prepared exhibitions and displays in the Central Library. In no way should this role duplicate or compete with the existing cultural agencies; rather, the exhibits and displays should serve to extend the Library's role as a community information agency. Cooperation, rather than competition with the other agencies, can extend the Library's resources in a complementary role. Other neighboring library systems, particularly the Minneapolis Public Library, provide good examples of these cooperative efforts.

Public Information Office

The Public Information Office, via the Public Information Officer (PIO), should be an integral part of the Library's administrative structure. The PIO should be a member of the Library Cabinet, reporting to the Director of Libraries. This is important because the posture of the Saint Paul Public Library must be developed by the institution's chief officer—with the aid and support of the other members of the administrative team—and then presented to the citizens by the community relations program. If the PIO is not a part of the administrative structure, it is quite likely that news releases and resulting media coverage will be less than satisfactory. The Library has a good story to tell. People are interested in what happens, and is happening, at "their" public library. The Library should build upon this goodwill, taking every reasonable measure to insure that its story is told—and told often. A well-staffed and equipped Public Information Officer is one way to see that the story is told.

Additional References:

1. Community Relations Office Reevaluation Study. Saint Paul: Saint Paul Public Library. 1978.
2. Schmidt, Dale. The Press Release Kit, Saint Paul Public Library. Saint Paul: Saint Paul Public Library, October, 1978.

Recommendations - Community Relations

Recommendation CR 1

MAKE THE PUBLIC INFORMATION OFFICER (PIO) A MEMBER OF THE LIBRARY CABINET, REPORTING TO THE DIRECTOR OF LIBRARIES.

Rationale

One of the major duties of the Director of Libraries, the chief executive officer of the organization, is to administer the development of the Library's image. The Library has a wealth of goodwill within the city. It has a good story to tell. There should be no hesitation in informing the public about the services that the Library has to offer, about the many talented members of the staff, about the state of Library finances. By properly utilizing the talents of the PIO, and by making sure that the PIO is a party to the major decisions that affect the Library, the chief executive can foster an even greater store of goodwill and citizen support for the organization.

Date of Implementation

1981.

Cost

No cost.

Recommendation CR 2

ESTABLISH SHORT-RANGE AND LONG-RANGE GOALS AND OBJECTIVES FOR THE PUBLIC INFORMATION OFFICE.

Rationale

The PIO, in conjunction with the Director of Libraries and the other members of the Library administration, should establish immediate and long-range goals and objectives based on staff availability and budget, including consideration of the following priorities:

- —Media relations.
  - —Prepare a written, year-around plan for a continuing flow of news and feature stories to the media. Review the Community Analysis' findings for specific areas of interest, e.g., the Library's telephone information service.
  - —Provide Community Library Managers with "canned" news releases for community newspapers on a regular basis.
  - —Develop and offer two media workshops for staff:
    - —A newspaper publicity workshop to review skills for working effectively with local community newspapers.
    - —An overall workshop on developing public relations goals, objectives and skills.
  - —Examine the bi-weekly production of the "Book Beat" column for the Downtowner newspaper regarding staff time to produce it, the audience it reaches, and measurable results in terms of library usage and publicity. (At present, the PIO is spending a minimum of one-and-a-half days a week on the column; if other staff members do not have the skills for this assignment, serious consideration should be given to discontinuing the column.)
  - —Promote the Library on radio and TV:
    - —Schedule year-around radio and TV interviews to promote new and varied services offered by the library.
    - —Continue to coordinate efforts with MELSA to produce TV and radio spots promoting library awareness.
    - —From time to time, produce specific Saint Paul Public Library public service spots.
- —Establish an annual production and distribution schedule, with a related budget for printed library materials.
  - —Enlarge the distribution schedule of meaningful publications such as the new service brochure (in preparation) for possible distribution in banks, supermarkets, museums, parks, public transportation points, etc.

Recommendation CR 2 (Continued)

  - —Consider postponing production of the "Communique," until additional staff help is available.
  - —Capitalize on the willingness of neighborhood businesses and service organizations to publicize the Library's services by periodically sending releases to the designated persons in these businesses and organizations.

- —Take advantage of photography to improve media coverage of Library stories.
  - —Confer with the media to learn what each paper requires in terms of pictures.
  - —Train and encourage the Community Library staff to take pictures (or have pictures taken for them by volunteers) of events such as story hours, pet shows, exhibits, etc., for community newspapers.
  - —Consider establishing a Library photography darkroom and processing room when additional staff are available.
- —Survey exhibit and display fixtures in the library system. Prepare a coordinated plan for professional exhibits and displays in the Central Library.
  - —Survey and inventory existing display and exhibit cases, bulletin board space and meeting room wall space for exhibits.
  - —Recommend which of the Central Library display and exhibit cases should contain permanent displays and which should have changing exhibits.
  - —Encourage MELSA to underwrite and sponsor prestige traveling exhibitions, such as Smithsonian exhibitions, for member libraries.
  - —Periodically visit the Community Libraries to provide and receive advice and ideas.
  - —Encourage local collectors and hobbyists to lend materials to the Library for display; correspondingly, seek the necessary floater insurance coverage.
- —Prepare a current slide-tape presentation on the Saint Paul Public Library and its services. (The existing slide-tape presentation is out-of-date.)
  - —Form a media team to produce a short (8-10 minute) synchronized slide-tape presentation; good, local talent is available.
  - —The slide-tape presentation should be widely used in tours of the libraries and in outreach groups.
  - —Mount an assertive campaign to take the production to the public; a qualified library staff member should accompany the presentation to encourage discussion, distribute current literature and answer questions.
  - —The slide-tape should also be available in a secondary format for rear-screen projection for use at community events, in shopping centers, etc.

Recommendation CR 2 (Continued)

—Library orientation and professional library for the PIO.

—Regularly route copies of the principal library publications to the PIO. These include *Library Journal*, *American Libraries*, *LJ/Hotline*, *Wilson Library Bulletin*, and state library association publications.

—Develop a professional reference library of public relations newsletters and magazines for the Public Information Office. Some suggested library PR newsletters:

Library PR News	Library Educational Institute, Inc. P.O. Box 687, Bloomfield, NJ 07003
LIPP (Library Insights, Promotion & Programs)	P.O. Box 431 LaGrange, Ill 60625
Library Imagination Paper	Carol Bryan Imagines 1000 Byus Drive Charleston, WV 25311
Library Graphics Association	Janet Van De Carr, LGA pres. Park Ridge Public Library 20 S. Prospect Ave. Park Ridge, Ill 60080
Channels (for non-profit institutions)	Public Relations Society of America 845 Third Ave. NY, NY 10022
Public Relations Journal	Public Relations Society of America

Some suggested PR books include:

Library Displays. Mona Garvey, H.W. Wilson.
Go, Pep, and POP. Virginia Baeckler and Linda Larson, The Unabashed Librarian.
PR for Pennies. Virginia Baeckler, Sources.
The Library Public Relations Recipe Book. American Library Association.

The Library Public Relations Council (LPRC), c/o the New York Library Association, 15 Park Row, Suite 434, NY, NY 10038, is an organization that provides an annual packet of the best nationwide library PR printed materials; annual membership fee is $10.

Date of Implementation

1981.

Cost

$1,000 to prepare a current slide-tape presentation, including secondary format, $300, in 1981, to establish a professional collection in the Public Information Office, $100 each of succeeding four years, $700 total for five years. No cost for balance of recommendation.

Recommendation CR 3

ESTABLISH A LIBRARY COMMITTEE TO PLAN, COORDINATE AND EVALUATE YEAR-AROUND PROGRAMMING FOR CHILDREN AND ADULTS.

Rationale

Successful programming, or programming that furthers the Library's goals, can be traced to careful planning and coordination. The Saint Paul Public Library currently provides programming for children and some programming for adults, but it is not planned, coordinated and evaluated on a year-to-year basis. A systemwide, rotating committee of adult and children's services librarians and the PIO should take this responsibility. In addition to the seasonal programming and other programming referenced in the introduction to this chapter, the committee should give particular attention to the feasibility of two programming areas:

—One area includes programming needs that can best be satisfied by minicourses or continuing education formats. After compiling its programming needs assessment, the committee should consult with local agencies or organizations and businesses such as YMCA's, YWCA's the Red Cross, literacy councils, ethnic cultural centers, unions, museums, historical societies, investment firms and educational institutions for the necessary programming expertise. The resulting courses, both credit and non-credit, could include foreign languages, home improvement, home security, investment seminars, GED classes, English for the non-English speaking, auto repair, refresher math, creative writing, etc. For those courses that meet the Library's identified needs, the Library could offer the use of meeting facilities and serve as coordinator or co-sponsor, providing publicity and emphasizing the Library's collection of related resources

—In addition to programming solely for children, the library should give particular attention to parents' and children's programs that emphasize early childhood development. Include presentations that help parents prepare their children for success in learning to read through the creative use of educational toys, language games, storytelling techniques, suggested books for reading aloud and stories that can involve the child. Consider publicizing the availability of these programs through hospital maternity wards and daycare centers. Offer some of these programs for parents concurrently with age-level programs (e.g., story hours, puppet shows, etc.) for their children.

The committee should confer with the staff specialists responsible for grant proposals regarding the feasibility of soliciting grants to underwrite special program series.

Recommendation CR 3 (Continued)

Date of Implementation

1982.

Cost

No cost.

185

Recommendation CR 4

ENCOURAGE ETHNIC GROUPS TO USE THE SERVICES OF THE LIBRARY.

Rationale

While whites are clearly the dominate user group served by the Saint Paul Public Library, according to the Community Analysis, Saint Paul has experienced significant migrations of minorities into the city in recent years, particularly among the Hispanic and Southeast Asian population. The 1980 U.S. Census data will document these migrations and provide current information regarding the numbers and locations of these ethnic residents. The PIO and library staff should begin contacting representative members of these new groups to determine their library needs and interests, and possible media communications channels that will reach them. This information, coupled with the 1980 census data, will provide the PIO a starting point for promoting the Library's services to these groups.

Date of Implementation

1982.

Cost

No cost.

Recommendation CR 5

PUBLICIZE AND SCHEDULE TOURS OF THE CENTRAL LIBRARY BY SCHOOL GROUPS, BUSINESS FIRMS AND PROFESSIONAL ASSOCIATIONS, SENIOR CITIZEN GROUPS, ETC.

Rationale

One of the most effective means of publicizing the Library and its services is to provide interesting, conducted tours of the Library. While the tours may be general in nature, they should also include special presentations by Central Library staff when appropriate (e.g., special emphasis on business, financial services for business tour group). The PIO and the Head of Volunteer Services should work together to train volunteer tour guides. Consider the program as a possible project of the Friends; confer with the Minneapolis Public Library, which has an ongoing tour program administered by the Friends.

Date of Implementation

1983.

Cost

No cost.

Recommendation CR 6

PROVIDE A FULL-TIME RATHER THAN A PART-TIME SECRETARY FOR THE PUBLIC INFORMATION OFFICE; PROVIDE A PART-TIME PIO ASSISTANT.

Rationale

Presently, the Office shares a secretary for the PIO and the display technician, and the PIO must frequently perform typing and other clerical tasks, including answering the telephone. Under these limitations, the library system may not be realizing the full potential of the publicity and community relations that could be generated by the PIO. A part-time PIO assistant is needed to help initiate the staff newsletter and to assist with the production of the monthly calendar and other printed materials.

Date of Implementation

1983.

Cost

$7,590 additional cost for full-time secretary (figured at Clerk-Typist II rate) for 1983, $25,700 through 1985.

$11,260 cost for half-time PIO assistant (figured at Library Specialist I rate) for 1983, $38,210 through 1985.

Recommendation CR 7

ESTABLISH A PROGRAM OF YEAR-AROUND PROFESSIONAL EXHIBITS AND DISPLAYS IN THE CENTRAL LIBRARY.

Rationale

Currently, there is no coordinated plan for mounting exhibits or for selecting and booking professional exhibitions and displays in the Central Library. The Library, in a culture-minded community, should take a leadership role in providing the cultural experiences that are derived from exhibits and displays. A year-around program in the Central Library will require the services of a full-time display technician working with the PIO.

Date of Implementation

1985.

Cost

$14,300 additional cost for a full-time display technician, $9,000 for exhibits and displays (booking, shipping and mounting expenses), for total cost of $23,300.

Chapter IX

TECHNICAL SERVICES

Technical Services encompasses those activities relating to library materials acquisitions (or ordering), cataloging, and preparation. Selection is often separate and apart from Technical Services. As one of the chief support services of a library, it should complement Public Services. Technical Services should always be viewed as a means to an end; i.e., it prepares the way for the public's access to informational, educational, and recreational materials.

The present configuration of Technical Services within the Saint Paul Public Library has Acquisitions under the Head of Technical Services, who is also Head of Cataloging, and who reports to the Director of Libraries. The Head of Data Processing reports to the Assistant Director, and the Receiving Unit Manager reports to the Head of the Business Office. Approximately one-third of the work now performed by Data Processing involves technical services activities. Circulation control-related work absorbs another third of the unit's time. The balance is devoted to the Newspaper Index, statistics, and miscellany. A good portion of the activities in Receiving directly relates to technical service work. Much could be done to simplify reporting lines to bring all technical service activities into one unit.

Space relationships can be as important as organizational relationships. To provide an effective and efficient flow of materials, all Technical Services units should be in close proximity to one another.

Acquisitions

At SPPL, Acquisitions includes materials ordering and selection. The latter is a highly professional skill, the former a more routine function. The two activities should be separated; part of the Receiving function could be added to the order unit to reduce overlap of activities.

The primary function of an order unit is to acquire library materials as quickly and economically as possible. The SPPL does not now take fullest advantage of some opportunities which could speed the acquisition of materials, e.g., approval or standing order plans. If these plans were handled on an award or bid basis, there is the possibility of greater discounts and dollar savings for use in obtaining other materials.

Cataloging

The current procedures in Cataloging, which includes Processing, are more typical of routines of years past than they are of more modern practices. The rules are rigid and the procedures are excessive.

Many of the policies and procedures appear to be based on tradition. Basic functions and responsibilities of cataloging seem to have been lost sight of. "How-to-do-it" seems to take precedence over the needs of the public using the materials. The priorities of the operation need to be examined in light of the role and mission of the Library.

Another concern is the best use of the professional staff. Much of the cataloger's time is spent revising OCLC copy. Librarians should not have to perform routine clerical work. They should be using to the fullest their professional capabilities and therefore contributing more to the overall functioning of the unit. There is little evidence that this is now occurring. Cross-training of the catalogers will broaden the experience of the catalogers, as well as contribute to reaching the goals of the Library. More opportunity also needs to be provided for the librarians to become more active in professional organizations.

Data Processing Center

The major concern here is the capability of the IBM System 3. The system is now operating at full, or nearly full, capacity. The system is limited in its capabilities and, therefore, not well-prepared to pursue significant improvements which the Library will wish to make in the future; e.g., on-line circulation.

Receiving

Receiving is now a part of the Business Office. Primary responsibilities include mail, supplies, checking-in periodicals, and binding. Activities such as periodical check-in and checking invoices for monograph shipments are commonly a part of the acquisitions procedure.

A careful analysis should be made of all Receiving activities, leaving those appropriate to the Business Office there and transferring the other duties to Technical Services.

Recommendations - Technical Services

Recommendation TS 1

CREATE A NEW ORGANIZATIONAL STRUCTURE, PLACING ALL TECHNICAL SERVICE ACTIVITIES UNDER A CHIEF OF TECHNICAL SERVICES, REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

One of the problems now is the lack of a clearly-defined structure with a logical hierarchy. Grouping similar activities has the advantage of creating a strength where diversity now exists. The position of Chief should be of equal rank to the Chief of Extension Services and the proposed Chief of the Central Library. Recruiting for the post should be at the national level.

Date of Implementation

1981.

Cost

$22,480 (for nine months beginning April 1, 1981), $167,840 over a five-year period.

Recommendation TS 2

ESTABLISH AN ORDER DEPARTMENT AS A COMPONENT OF THE REORGANIZED TECHNICAL SERVICES UNIT.

Rationale

One operational department should be charged with the responsibility of performing all functions related to ordering, receiving, and financial accounting of materials obtained for the Saint Paul Public Library. Ordering is not to be confused with selection. Such activities as overdues and general supply procurement, now functions of Receiving, should be assigned to more appropriate units.

Date of Implementation

1981.

Cost

No cost.

194

Recommendation TS 3

EXAMINE ALL ROUTINES IN THE CATALOGING DEPARTMENT, DISCONTINUE ALL DUPLICATING AND INEFFICIENT ROUTINES.

Rationale

With the adoption of OCLC, there did not seem to be many changes in the routines of the Catalog Department. All procedures should be flow-charted. All policy decisions should be reviewed to determine their continued applicability, such as the maintenance of the present split arrangement of a shelf list and official catalog. The primary goal of the Department should be getting the books to the patrons as efficiently and quickly as possible. The recommended examination of all routines could best be accomplished by a person from outside the Library system. The proposed Chief of Technical Services post should be filled before the task is begun.

Date of Implementation

1981.

Cost

$10,000.

Recommendation TS 4

USE ALL ASPECTS OF THE CATALOGING MODULE OF OCLC TO INCREASE PRODUCTION.

Rationale

OCLC is now being used minimally. To justify the initial cost, plus the on-going costs (FTU's, rental, etc.), the system must be used to its fullest extent. First, all copy cataloging should be assigned to non-professional staff—not only one person but several. Catalogers should be handling original cataloging and copy cataloging problems, but not copy cataloging. The system must be used more of the hours it is available, both during the day and in the evenings. The elimination of as many manual routines as possible should be a goal. There are many other changes which could be made, but these can serve as examples of how the system should be changed to be cost effective. The results of the work performed, as a result of Recommendation TS 2, will be the noticeable benefit.

Date of Implementation

1982.

Cost

No cost.

Recommendation TS 5

REORGANIZE THE ACTIVITIES OF CIRCULATION, PLACING THE CONTROL ASPECT WITH TECHNICAL SERVICES, THE PUBLIC CONTACT WORK WITH PUBLIC SERVICES (CENTRAL LIBRARY AND EXTENSION SERVICES).

Rationale

Those aspects of circulation which do not require direct and frequent contact with the public; e.g., the charging-out/charging-in of a book, will best be performed as a function of a circulation control unit of Technical Services. The maintenance of registration records, the processing of overdues, the preparation of materials for public use, which includes the placement of theft detection strips in each item, all of these activities require technical services assistance.

Date of Implementation

1982.

Cost

No cost.

Recommendation TS 6

PLACE ALL TECHNICAL SERVICES AND OTHER SUPPORT ACTIVITIES CLOSE TO ONE ANOTHER TO FACILITATE A MORE EFFICIENT FLOW OF MATERIALS.

Rationale

At the present time, technical services are scattered in several locations in the Central Library. If these units were closer together, the flow of materials could be shortened and thereby speeded up. Two alternatives are suggested: First, renovate the Ground or Third levels of the building into a support service function. There is sufficient space if the services there now are relocated; second, move the support services to a location outside the Central Library. The second alternative is recommended. Specifically, we recommend that Technical Services (along with Administrative Services) be placed in the Lexington Library. Approximately 3,000 square feet of space will be required to properly accomodate Technical Services.

Date of Implementation

1982.

Cost

$7,500 (to move Technical Services to Lexington Library).

Chapter X

AUTOMATION AND TECHNOLOGY

Without question, library service will be significantly influenced by automation and technology in the years ahead. There are some, most notably F.W. Lancaster, who forecast a paperless society and the demise of libraries as we know them today.[1] Others, such as Baker[2] and McGraw,[3] adopt a more conservative posture. Ken Dowlin is ". . . convinced that building the electronic library is a major requirement for the eclectic library."[4] The next five years are important ones for the Saint Paul Public Library. The Library should take every step reasonably possible to insure that it is in position to receive fullest benefit from local, state, and national developments in automation and technology. The first steps to be taken involve staff and the organizational structure.

Staff and Structure

The Library is now involved in OCLC, the development of COM catalog, and computerized reference searching. The need to respond to the MELSA study regarding circulation systems, expansion of OCLC services, cable television possibilities, and the analysis of internal operations as candidates for automation are part of the near future. One staff officer, reporting to the Director, should be given the responsibility of coordinating the Library's automation and technology program. There is also a need for one position to coordinate the audio-visual and related developments of the Library.

Services, Computer

There are three areas to consider: technical services, circulation, and reference services.

OCLC plans continued enhancement of its system. Saint Paul must be in a position to analyze and evaluate each enhancement. The results of the MELSA circulation study will probably determine the future of an on-line system. The Library should now begin to sharpen its thinking about what features and elements it will (1) desire, and (2) settle for in an on-line circulation system. Questions to be considered include variable loan period(s), amount (and usage) of borrower's information, type and frequency of management reports, reserve system, and location and number of stations.

The MARS project (Machine Assisted Reference Service) should be continued. Consideration should be given to what the SPPL will do once the project has concluded.

Computerized reference service will expand and improve in the years ahead. The Library should offer this service, budget for it by (1) making all costs except personnel a part of the materials budget, and (2) provide funds for the training of four librarians. User fees are justified, but a goal should be to offer the service as a basic reference tool.

Cable Television (CATV)

Cable television (CATV) provides many potential benefits from the Library for the majority of Saint Paul residents. If the Library and the citizenry are to benefit, it is necessary that advance planning take place. (The consultants are aware of the National League of Cities' effort to effect a national moratorium on cable franchising, and of the potential impact of legislation now before the U.S. Senate which could, if passed into law, limit public access channels.)

Through staff efforts,[5] and by means of a citizens committee,[6] the Library's position on CATV has been expressed. The City of Saint Paul should require that prospective cable television franchise bidders be aware of and respond to the Library's needs and potential. The Library must be creative in response to CATV. The successful bidder is likely to want to cooperate with the Library if given the opportunity.

Other Media Services

The Video Communications Center (VCC) concept is a credit to the Library.[7] Much of the Library-produced programming is of questionable quality and should be re-evaluated. This process should be viewed as an opportunity to explore new and different programming. The production of additional tapes should be delayed until the CATV process is finalized and additional technical staff and equipment procured. The VCC should focus upon the development of a quality collection of commercially-produced tapes and the lending of equipment. The VCC should become a part of the Central Library (see Central Library chapter).

The SPPL should expand its acquisitions of microform materials, expecially journals and newspapers. An increase in such holdings may require additional microreaders, reader-printers and storage equipment. Staff expertise will be required if proper acquisitions of hardware and software are to be made, and if repair costs are to be minimized.

The Library should also continue to expand its collections of recordings (disc and cassette), films, and other relevant audio-visual formats. As with microtechnology, staff expertise will be important from a technical point-of-view.

Internal Operations

To combat the loss of books and other materials, the Library should acquire and install a theft detection system, first for the Central Library, then for the five area community libraries.

By creating a Secretarial Center as part of administration, outfitting it with a word processing system and telephone dictation, the Library can stabilize current office clerical/secretarial costs, improve the quality of work, and increase productivity. Such a center could perform 90% of the secretarial duties which require typing for the entire Library. New avenues could be explored, such as sending a letter to all persons who receive a corporate promotion, inviting them to use the Library. Three years will be needed to evaluate and select equipment, select and train staff (from the existing complement), and win the confidence of the users. The IBM System 3 will not drive a word processing system.

References:

1. Lancaster, F.W. "Paperless Communications Systems: Putting it all together." AGARD, 1977.
2. Baker, J. William. "Will Public Libraries Be Obsolete in the 1980's?" Canadian Library Journal, October, 1979.
3. McGraw, Harold W., Jr. "Responding to Information in the 1980's." Wilson Library Bulletin, November, 1979.
4. Dowlin, Kenneth E. "The Electronic Eclectic Library." Library Journal, November 1, 1980, p. 2270.
5. A Proposal For Saint Paul Public Library's Involvement in the Cable Communications System. January 7, 1980.
6. Citizens Advisory Committee on Cable Communications. Report and Recommendations. November 15, 1980.
7. Sale, Annette C. The Consumer Use of Video Through the Video Communications Center, Saint Paul Public Library, July 9, 1979.
8. Marcum, Deanna. "Word Processing in Libraries." Library Technology Reports, July - August, 1980.

Recommendations - Automation and Technology

Recommendation AT 1

ESTABLISH ONE STAFF POSITION WITHIN THE LIBRARY, REPORTING TO THE DIRECTOR OF LIBRARIES, WITH RESPONSIBILITY FOR COORDINATING THE AUTOMATION AND TECHNOLOGY PROGRAM.

Rationale

Because the impact of automation and technology will continue to be felt throughout the organization, it is imperative that the Director of Libraries assume overall responsibility for the administration of the activities. To assist, a staff position must be established to afford one professional the time to coordinate the many activities so that all decisions that are ultimatley made will further the goals and objectives of the Library as a whole. The current position, Electronic Data Processing Specialist, should be assigned this responsibility. The position description will need to be modified, and the position title changed.

Date of Implementation

1981.

Cost

No cost.

Recommendation AT 2

ACQUIRE AND INSTALL A LIBRARY MATERIALS THEFT DETECTION SYSTEM, FIRST FOR THE CENTRAL LIBRARY, THEN FOR THE FIVE AREA COMMUNITY LIBRARIES.

Rationale

Book (and other library materials) losses are high. A "full-circulating," theft detection system is a proven means of reducing such losses, and is cost-effective by allowing more of the acquisitions dollar to be used for new purchases instead of replacing stolen items. The Central Library (two check points) should first be outfitted with such a system, followed by Highland Park, Sun Ray, Hayden Heights, Lexington, and St. Anthony Park Community Libraries. The completion of the project will require four years. All new acquisitions should be protected against theft by means of affixing the security tapes at the time the material is being processed by Technical Services. Retrospectively, all reference items should be protected, plus selected circulating items where loss is known to be high.

Date of Implementation

1981 (Central Library).
1982 (Highland Park and Sun Ray Libraries).
1983 (Hayden Heights and Lexington Libraries).
1984 (St. Anthony Park Library).

Cost

$21,160 for Central Library equipment (including two book check units for Technical Services), $7,900 for 100,000 security tapes, no cost for applying tapes; total cost for Central Library: $29,060.

$21,770 for Highland Park and Sun Ray equipment (double corridor system), $8,690 for 100,000 security tapes (50,000 per library), no cost for applying tapes; total cost for two area community libraries: $30,460.

$18,400 for Hayden Heights and Lexington equipment (single corridor system), $9,560 for 100,000 security tapes (50,000 per library), no cost for applying tapes; total cost for two installations is $27,960.

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Recommendation AT 2 (Continued)

$9,200 for St. Anthony Park equipment (also single corridor system), $5,260 for 50,000 security tapes, no cost for applying tapes; total cost for this community library: $14,460.

$11,570 for 100,000 additional tapes for new acquisitions, all six libraries, over five-year period.

$113,510 total cost for equipment and tapes, no cost for applying tapes. (NOTE: Costs based upon telephone quote provided by Gary Winter, Saint Paul 3M "Tattle Tape" representative, 612/776-3370, on November 19, 1980. 10 percent per year, compounded, inflation figure used as per Winter.)

Recommendation AT 3

ASSIGN THE STAFF AND FUNCTIONS OF THE DATA PROCESSING CENTER TO TECHNICAL SERVICES.

Rationale

Approximately two-thirds of the work now performed by the DPC is related to Technical Services activities. The balance of the work relates to public services, business office routines and miscellany. Therefore, placement within Technical Services is most logical since the Assistant Director of Libraries will be administratively responsible for all but business office matters. To compensate for the loss of the present supervisor of the Center, it is recommended that the Librarian IV position now assigned to Technical Services be reassigned as DPC Manager.

Date of Implementation

1981.

Cost

No cost.

Recommendation AT 4

DRAFT PERFORMANCE SPECIFICATIONS FOR AN ON-LINE CIRCULATION SYSTEM.

Rationale

While the MELSA study is underway, Saint Paul Public Library should determine what features it wants, and will accept, in an on-line circulation system: e.g., "performance specifications."

Date of Implementation

1981.

Cost

No cost.

Recommendation AT 5

PREPARE FOR FULLEST UTILIZATION OF CABLE TELEVISION; CLOSELY MONITOR PROGRESS OF CITY IN THE FRANCHISE PROCESS.

Rationale

Saint Paul will become, within two to three years, a "wired" city. Nearly every household will be a cable subscriber by the end of the '80's. The potential for extending library service is great—if the Library begins to make plans now. A staff task force, chaired by the staff member now in charge of the VCC, and reporting to the Director of Libraries, should be constituted to implement this recommendation.

Date of Implementation

1981.

Cost

No cost.

Recommendation AT 6

EXPAND COMPUTER-ASSISTED REFERENCE SERVICES.

Rationale

More and more information is available via computerized data bases. The time is near when some information; e.g., statistical data, will only be available via such data bases. The Library should expand its services by (1) budgeting for the "purchase" of data base time, (2) budgeting for staff training for maximum effective use of the data bases, and (3) market the service. Organizationally, the service should be a component of the proposed Central Library Business, Science and Social Science Department.

Date of Implementation

1982.

Cost

$10,000 per year for data base time, $3,000 per year for staff training, no cost for expanded marketing; total cost over life of report: $52,000.

Recommendation AT 7

ESTABLISH A STAFF POSITION RESPONSIBLE FOR COORDINATING THE LIBRARY'S AUDIO-VISUAL PROGRAM, INCLUDING CABLE TELEVISION, MANAGING A TWO-PERSON TECHNICAL STAFF, AND REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

To date, audio-visual service has received minimal attention in the Saint Paul Public Library. Since there is now a wide variety of resources in audio-visual form, there is a need for more active consideration of such material by the Saint Paul Public Library. Many libraries which have such an active service have deduced that library users who are drawn to films, recordings, tapes and similar media, eventually are drawn to printed material in the library as well. The audio-visual area, moreover, is growing in sophistication, with more and better software being produced, and improved hardware developed. Moreover, since evaluation of audio-visual software and knowledge of the hardware require special training and experience to expend funds wisely in this area, there needs to be an officer in the Saint Paul Public Library with chief's status responsible for the planning, coordinating and guidance of audio-visual materials and service. A position of Chief of Audio-Visual Services should be established to expand this service in an informed way. Additionally, money should be appropriated to fund a technician whose responsibility would be to make minor repairs to the a-v equipment, and to repair and recondition software.

Date of Implementation

1983.

Cost

$36,410 for Chief, $123,900 over three years (1983-1985); $20,740 for technician (at Library Assistant II level); $70,430 over three years.

Recommendation AT 8

ORGANIZE AND OPERATE A SECRETARIAL CENTER USING WORD PROCESSING AND TELEPHONE DICTATION EQUIPMENT.

Rationale

Clerical and secretarial costs will continue to escalate. Word processing is a proven means of stabilizing such costs and, possibly, reducing some. The addition of telephone dictation affords all staff members access to the Center from any telephone location in the world at any hour of the day. The Center should be organized as a support services component, the unit manager reporting to the Assistant Director of Libraries. A reassignment of existing staff, coupled with necessary changes in position descriptions, should preclude the need for additional staff for the proposed center. A Wang System 20 (or equivalent) is proposed for word processing. A Lanier Telephone Dictation system (or equivalent) is proposed.

Date of Implementation

1985.

Cost

$28,200 for purchase of WP equipment, including monthly service charges; $5,000 for telephone dictation equipment purchase; $33,200 total costs.

Chapter XI

ORGANIZATION AND STRUCTURE

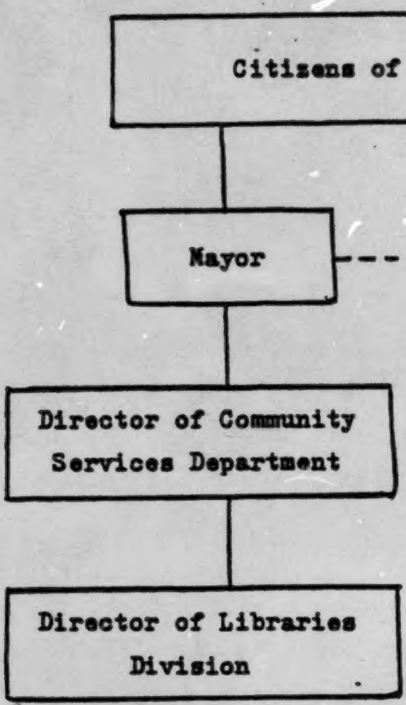
The Saint Paul Public Library is one of five operating divisions in the Department of Community Services. In addition to the Division of the Libraries, there are: Division of Housing and Building Code, Division of Manpower Programs, Division of Parks and Recreation - Forestry, and the Division of Public Health.[1]

The Director of the Community Services Department reports to the Mayor. The Director of Libraries reports to the Director of Community Services. The Mayor is an elected official; the Community Services Director is appointed. The Library Director is selected via the civil service process—as are other Library administrative and management personnel. The organizational structure is illustrated by the chart on the following page.

In a governmental structure such as Saint Paul's, a "Strong Mayor" form with (1) an elected policy making body (the City Council) and (2) a few appointed officials with wide-ranging responsibilities (the Department Directors), it is not uncommon for the Library to be perceived as "cultural" and/or "recreational" in nature. A mixing of parks and libraries (and sometimes museums) was, and perhaps still is, a popular trend. There are, however, some locales where the library is a department, reporting directly to the mayor.

City of Saint Paul Table of Organization (Current)

Chart 5


Citizens of Saint Paul
Mayor
City Council
Director of Community Services Department
Director of Libraries Division

Within council-manager forms of government, the library is generally a department reporting to the city manager, an appointed official responsible to the elected council. There are some instances, within the council-manager structure, of a departmental/divisional grouping similar (in concept) to Saint Paul's.

The organizational structure of the City of Saint Paul is not significantly different from that which is found in most other cities. What is unusual about Saint Paul is the complete absence of a citizens' board with library interests and responsibilities.

A Library Board

Citizen groups with vested interests, by whatever name, are an integral part of government at every level. Whether elected or appointed, such groups have a tradition of representing their interests to the governing authority. Most public libraries have this type of citizen representation. Among the MELSA libraries, for example, only two libraries—Saint Paul and Scott County—do not have library boards.

Operating as a division of the Community Services Department, the Saint Paul Public Library lacks this important citizen connection—an official board of residents interested in the Library and its services, its planning and its funding. Such a link would be a decided asset to the Library and to the City because they both must be responsive to the needs of the community they serve and which provides financial support. Full-time, appointed, salaried officials, including librarians, regardless of their capabilities and interest, in the day-to-day pressure of their work, can sometimes lose sight of their reason for being—to serve the public. Citizen overview can help to remind Library and other officials of community needs and priorities.

Saint Paul, through its neighborhood District Councils, has demonstrated the value of citizen contact with local government. The Library, with no official citizen representation, has been at a disadvantage in trying to respond to citizen needs; also, elected city officials have not had much opportunity for counsel from citizens with a focus on the Library and its services.

Virginia Young, a nationally-recognized spokesperson for library board or trustee members, has described the four broad responsibilities of a library board; see paraphrased below:[2]

—A library board has a community obligation to know the program and needs of the library in relation to the community, and to help interpret the library to the community. As a liaison, the library board members can provide a link between the public and library staff.

—A library board has an obligation to learn about its library, other types of libraries and their relationships, the problems of libraries, new library trends and techniques, state and national library-related legislation and how all of these factors affect the provision of library service for their community.

—A library board has an obligation to plan for the library's future growth and development. This includes some familiarity with library literature, visits to other libraries, consultation with the library director and key staff and with other library officials, including the state library staff.

—A library board has the responsibility of a public trust to advise the library administration in the development of a library program that meets the immediate and long-range needs of the community.

There are two basic types of library boards: administrative and advisory. The overwhelming majority of library boards are advisory. Administrative boards may be directly responsible to the citizens by virtue of being elected to the board, although direct election of a library board, Minneapolis notwithstanding, is the exception in the United States. The board is usually appointed by the governing body of the political jurisdiction; e.g., the Council, Board of Supervisors. Appointment may be made by the entire body, or by one person such as the Mayor or County Commissioner, or by a combination (e.g., Mayor proposes, Council approves or vetoes).

The administrative board may have responsibility and authority to hire and fire the chief librarian, approve or recommend the library budget and set policy. Such boards function much like a corporate board of directors, with the chief librarian acting as the chief executive officer.

By contrast, advisory boards are almost always appointed by the governing body rather than being elected by the public. They essentially advise the library administration and communicate with the governing body and the public on matters of library policy, library planning, and fiscal operations including the operating budget and capital improvements for the library. They may be responsible to the governing body for evaluating the library director's performance and for participating in the selection of a library director in the event of a vacancy. Advisory board members seldom receive compensation for their service; however, they may be reimbursed for travel to board meetings, and the library may defray their travel costs for them to represent the library at other meetings or conferences.[3]

Friends of the Library

Saint Paul now has a Friends of the Library organization. It is a good organization, serving both the Library and the city well. Attempts are under way to expand its membership base and thus its ability to assist in the improvement of public library service in Saint Paul.

The consultants encourage the continued growth and development of the Friends. The city, and thus the Library, will benefit.

There should be no conflict between a Friends of the Library organization and the establishment and operation of a Library Advisory Board. The former is a volunteer organization, operating independently as a Library support group. The Board is governed by appropriate city ordinances and/or state law.

Library Administrative Structure

The present table of organization (see Chart 6) is disjointed and does not provide for proper delegation of responsibility and authority.

The Director of Libraries, the chief executive officer of the organization, should focus upon broad policy issues, funding, personnel, and public information. The Director must be the library official with the broadest view of the library, and should concentrate upon long-term goals and objectives.

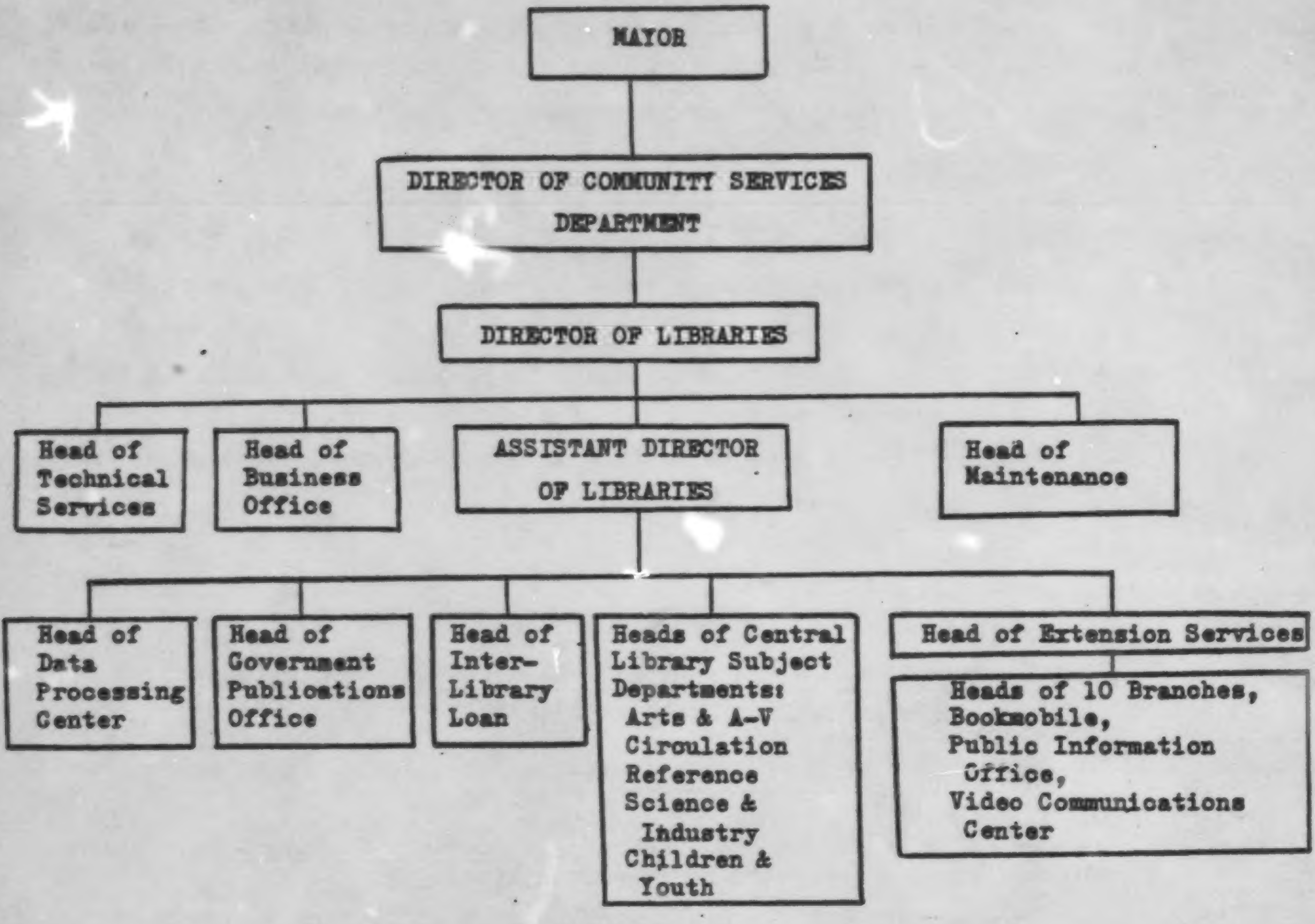
The chief deputy, the Assistant Director of Libraries, will have all of the above interests and concerns, but the primary focus will be on the administration of the day-to-day service and operations of the institution.

The third level of administration should be responsible for the four broad service areas of the Library—Central Library, Extension, Audio-Visual and Technical Services. There needs to be a person in charge of each one of these services. (We recommend the title of "Chief.")

As indicated in other chapters of this report, the consultants recommend the establishment of other positions and/or the realignment of the organization. The Library should strive to establish, fund, recruit, and employ personnel for all positions within five years, i.e., all should be in place by the beginning of FY 1986. Realignment of the organization should take place much earlier.

Saint Paul Public Library Table of Organization (Current)

Chart 6


MAYOR
DIRECTOR OF COMMUNITY SERVICES DEPARTMENT
DIRECTOR OF LIBRARIES
Head of Technical Services
Head of Business Office
ASSISTANT DIRECTOR OF LIBRARIES
Head of Maintenance
Head of Data Processing Center
Head of Government Publications Office
Head of Inter-Library Loan
Heads of Central Library Subject Departments: Arts & A-V Circulation Reference Science & Industry Children & Youth
Head of Extension Services
Heads of 10 Branches, Bookmobile, Public Information Office, Video Communications Center

Communicating (reporting in print)

The current reporting mechanism within the Library is weak. There are now three reporting vehicles: "A Plug for the Saint Paul Public Library," directed to the public and published monthly; the "Communique," an irregularly published staff newsletter; and a recently revised procedure for unit monthly reports.[4] There is no consistent, organized process to communicate to City Hall concerning Library activities, policies, procedural changes, personnel matters, trends, budget information, etc. There is no annual report, a report which would address the state of the organization. These reports should be established, along with a regular reporting system. A series of staff meetings, held on a regular basis, should also be planned as another means of improving internal communications.

References:

1. Mayor's Agenda for Saint Paul as Implemented by the Department of Community Services 1978-1980. Saint Paul: Department of Community Services, January 27, 1978.
2. Young, Virginia G. The Library Trustee. New York: R.R. Bowker Company, 1978.
3. A review of Minnesota law, as found in American Library Laws, fourth edition, suggests no legal conflict.
4. Memorandum issued by K. Stachowick to Central Library supervisors, subject MONTHLY REPORTS, dated June 4, 1980. A hand-written note to HBW indicates that the procedures outlined for Central Library personnel have been in effect for Branch Library supervisors ". . . for about a half-year."

Recommendations - Organization and Structure

Recommendation OS 1

REORGANIZE ADMINISTRATIVE REPORTING LINES AND THE LIBRARY CABINET; THE CABINET TO INCLUDE: DIRECTOR OF LIBRARIES; ASSISTANT DIRECTOR OF LIBRARIES; CHIEFS OF AUDIO-VISUAL, CENTRAL LIBRARY, EXTENSION, AND TECHNICAL SERVICES; BUILDING SUPERINTENDENT; PUBLIC INFORMATION OFFICER; AND SYSTEMS ANALYST.

Rationale

The Library is a substantial business and should be operated as such. The positions making up the cabinet have the broad responsibility of initiating Library policy and seeing that it is implemented via various operational procedures and the program of service. Regular and consistent meetings and discussions are the best means of discharging these responsibilities. Chart 7 illustrates the recommended administative structure.

Date of Implementation

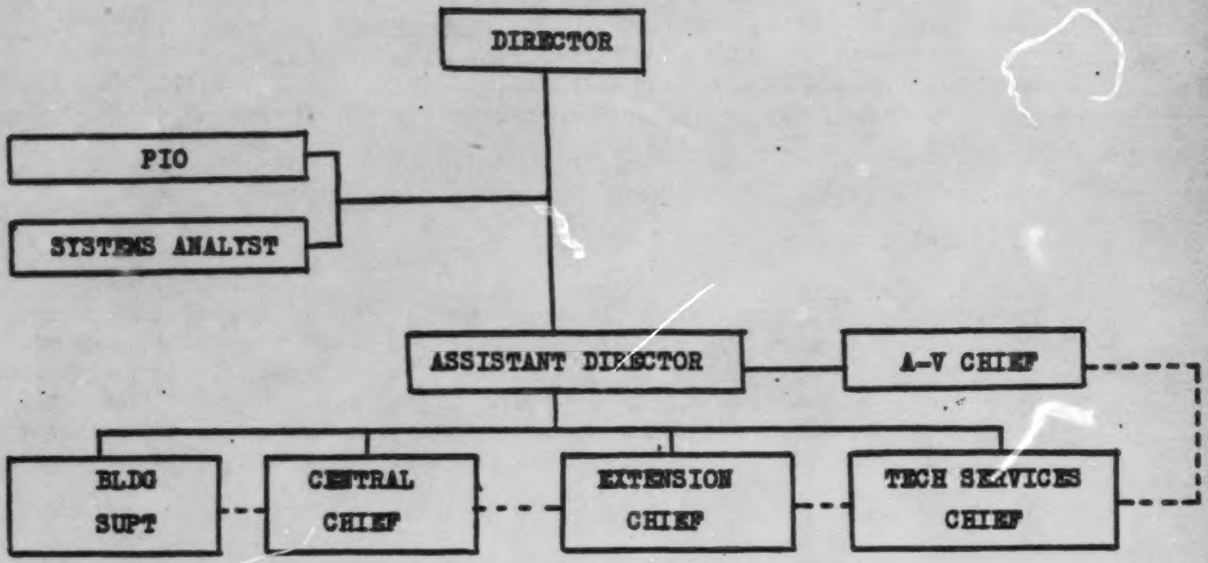
1981 (recognizing that the Chief of A-V Services post will not be operational until 1983).

Cost

No cost.

Library Cabinet Table of Organization (Proposed)

Chart 7


DIRECTOR
PIO
SYSTEMS ANALYST
ASSISTANT DIRECTOR
A-V CHIEF
BLDG SUPT
CENTRAL CHIEF
EXTENSION CHIEF
TECH SERVICES CHIEF

Recommendation OS 2

DEVELOP BALANCE OF LIBRARY ADMINISTRATIVE STRUCTURE TO INCLUDE ADMINISTRATIVE ASSISTANT, BUSINESS MANAGER, SECRETARIAL CENTER MANAGER, SECRETARY TO THE DIRECTOR, PLUS NECESSARY SUPPORT STAFF.

Rationale

One new position, an Administrative Assistant for both the Director and Assistant Director, is recommended. This should be a professional position (Librarian I level). In addition to assisting the two principal Library officers in the preparation of reports, budgets, gathering background data, etc., this position would also be responsible for preparation of grant proposals (as discussed in Chapter XIII).

Staff for the proposed Secretarial Center, when implemented in 1985, should come from existing positions. At that time, only the Director's office would retain a secretarial position. Until then, both the Director and Assistant Director should have secretaries.

Date of Implementation

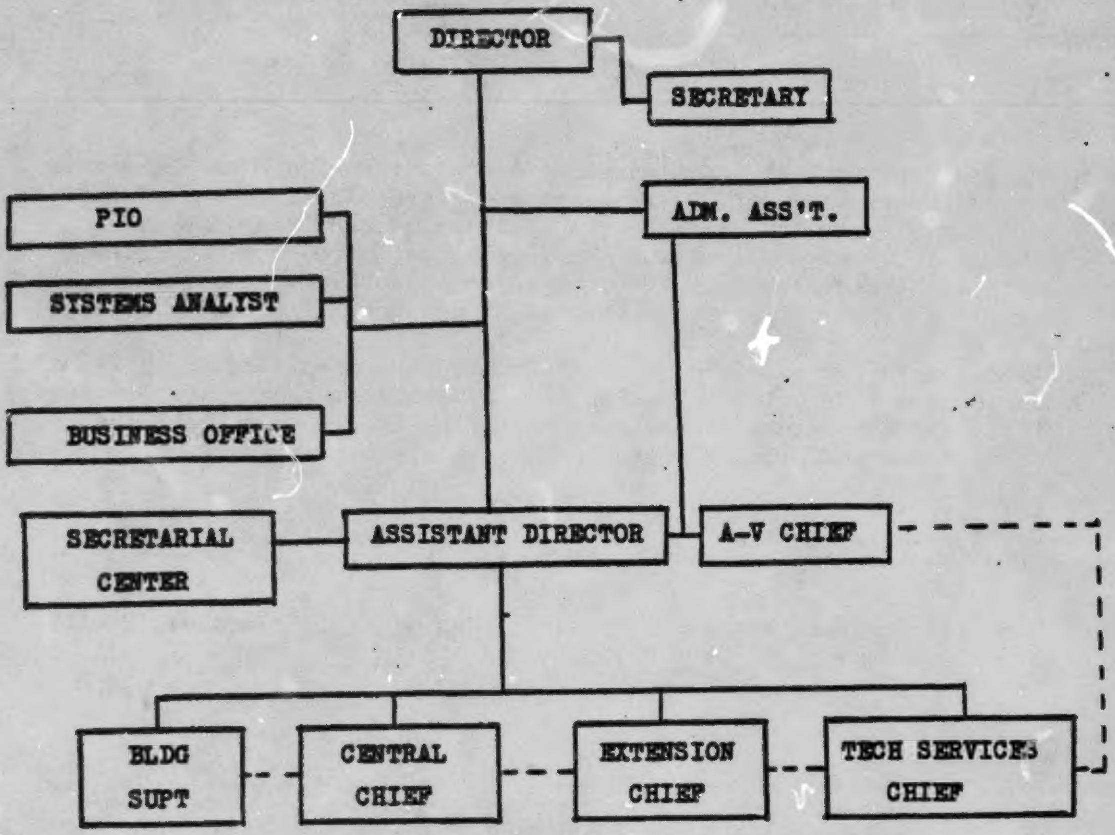
1981 (recognizing that the Secretarial Center Manager and staff will not be operational until 1985).

Cost

No cost for reorganizing the balance of the administrative structure. $17,490 (for ten months) in 1981 for Administrative Assistant, $126,520 for five years.

Library Administration Table of Organization (Proposed)

Chart 8


DIRECTOR
SECRETARY
PIO
SYSTEMS ANALYST
BUSINESS OFFICE
ADM. ASS'T.
SECRETARIAL CENTER
ASSISTANT DIRECTOR
A-V CHIEF
BLDG SUPT
CENTRAL CHIEF
EXTENSION CHIEF
TECH SERVICES CHIEF

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Recommendation OS 3

PREPARE THE FOLLOWING REPORTS:

—A LIBRARY ANNUAL REPORT FOR THE CITIZENS OF SAINT PAUL

—A MONTHLY REPORT FOR THE DIRECTOR OF COMMUNITY SERVICES

—A WEEKLY REVIEW OF THE LIBRARY CABINET MEETINGS FOR THE STAFF

—EVERY LIBRARY UNIT SHOULD PREPARE A MONTHLY REPORT FOR THEIR SUPERVISOR WHO WOULD, IN TURN, PREPARE A MONTHLY REPORT

—EVERY LIBRARY UNIT SHOULD ALSO PREPARE AN ANNUAL REPORT IN A SIMILAR MANNER.

Rationale

The lack of communication is often cited as a major reason for organizational problems. The lack of regular reporting, vertically and horizontally, within the Saint Paul Public Library is a cause of some of the problems in structure, attitudes and service delivery. If people do not know what is happening, and why, they will most likely presume the worst.

A well-written, illustrated Annual Report, prepared for the entire city, is an excellent way of keeping the taxpayers informed of Library activities, needs and concerns. Such a report, published as a Sunday newspaper supplement, would have the potential of reaching the greatest number of citizens.

Date of Implementation

1981.

Cost

$8,000 for the Annual Report the first year, $48,690 for five years; no cost for the other reports.

Recommendation OS 4

INITIATE A REGULAR SERIES OF MEETINGS AS FOLLOWS:

—ONE GENERAL STAFF MEETING PER YEAR

—QUARTERLY MEETINGS OF THE THREE PRINCIPAL SERVICES

—WEEKLY MEETINGS OF THE CABINET.

Rationale

Written reports, while effective, will not satisfy all of the communications needs, and reports cannot easily be discussed.

Date of Implementation

1981.

Cost

$500 allowance per year for staff travel reimbursements, $3,030 for five years.

Recommendation OS 5

ORGANIZE TECHNICAL SERVICES INTO THREE UNITS FOR COLLECTION DEVELOPMENT AND ONE UNIT FOR COLLECTION CONTROL.

Rationale

The ordering (as distinct from selection) of library materials, the cataloging and classification of same, and the preparation and physical maintenence of the collections are critical tasks which need unified direction and management. Similarly, the control of the materials via the circulation routine needs much attention and management. See Chart 9.

Date of Implementation

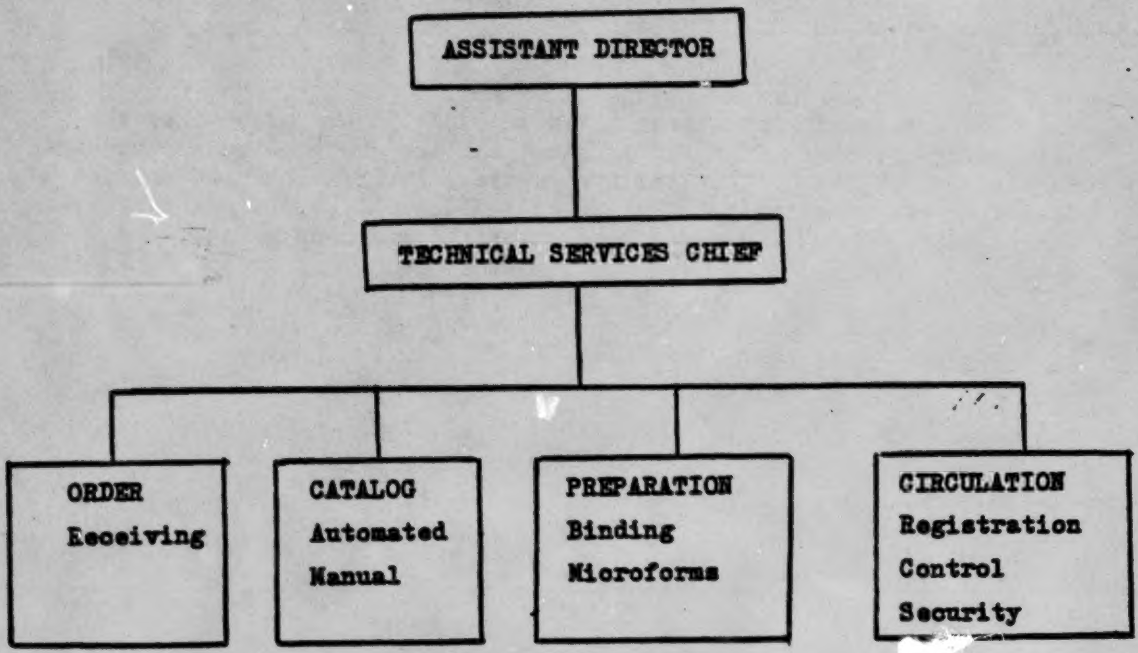
1981.

Cost

No cost.

Library Technical Services Table of Organization (Proposed)

Chart 9


ASSISTANT DIRECTOR
TECHNICAL SERVICES CHIEF
ORDER
Receiving
CATALOG
Automated
Manual
PREPARATION
Binding
Microforms
CIRCULATION
Registration
Control
Security

Recommendation OS 6

ORGANIZE THE EXTENSION SERVICES INTO A SYSTEM OF FIVE AREA COMMUNITY LIBRARIES, FIVE NEIGHBORHOOD COMMUNITY LIBRARIES, AND MOBILE LIBRARY SERVICES.

Rationale

Saint Paul does not need to maintain and operate ten "equal" branch libraries. Service would be improved by changing the purpose of the neighborhood libraries (the five smaller units). Mobile service is an important component of extension services.

The new structure, see Chart 10, places (by omission) the Public Information Office with the Director of Libraries, and the Video Communications Center with Films in a new Central Library Department (see Recommendation CL 3). The Chart also adds a Librarian II to the Office of Extension Services to assist with the increased materials selection responsibility.

Date of Implementation

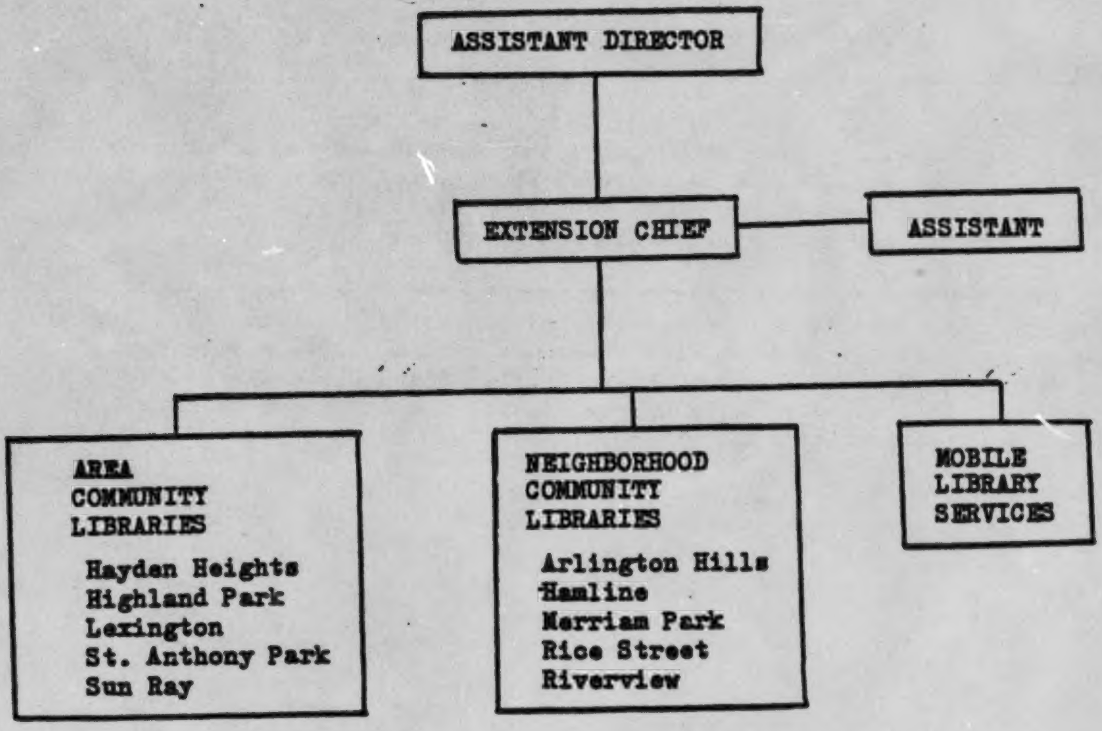
1981.

Cost

No cost.

Library Extension Services Table of Organization (Proposed)

Chart 10


ASSISTANT DIRECTOR
EXTENSION CHIEF
ASSISTANT
AREA COMMUNITY LIBRARIES
Hayden Heights
Highland Park
Lexington
St. Anthony Park
Sun Ray
NEIGHBORHOOD COMMUNITY LIBRARIES
Arlington Hills
Hamline
Merriam Park
Rice Street
Riverview
MOBILE LIBRARY SERVICES

Recommendation OS 7

ORGANIZE THE CENTRAL LIBRARY INTO FIVE DEPARTMENTS: THREE BY SUBJECT, ONE BY AGE, AND ONE BY FORMAT.

Rationale

Subject grouping is a proven means of dealing with the growth of collections and staff development needs. The present Central Library building lends itself to the proposed subject arrangement. The age-level unit is now in place, and should be strengthened by more aggressive outreach and collection development. Films and video are a part of the strength of any library and should be an integral part of the Central collection—although service will be rendered throughout the system. The Circulation Control Section should be a part of Technical Services. Chart 11 illustrates the Central Library organizational structure.

Date of Implementation

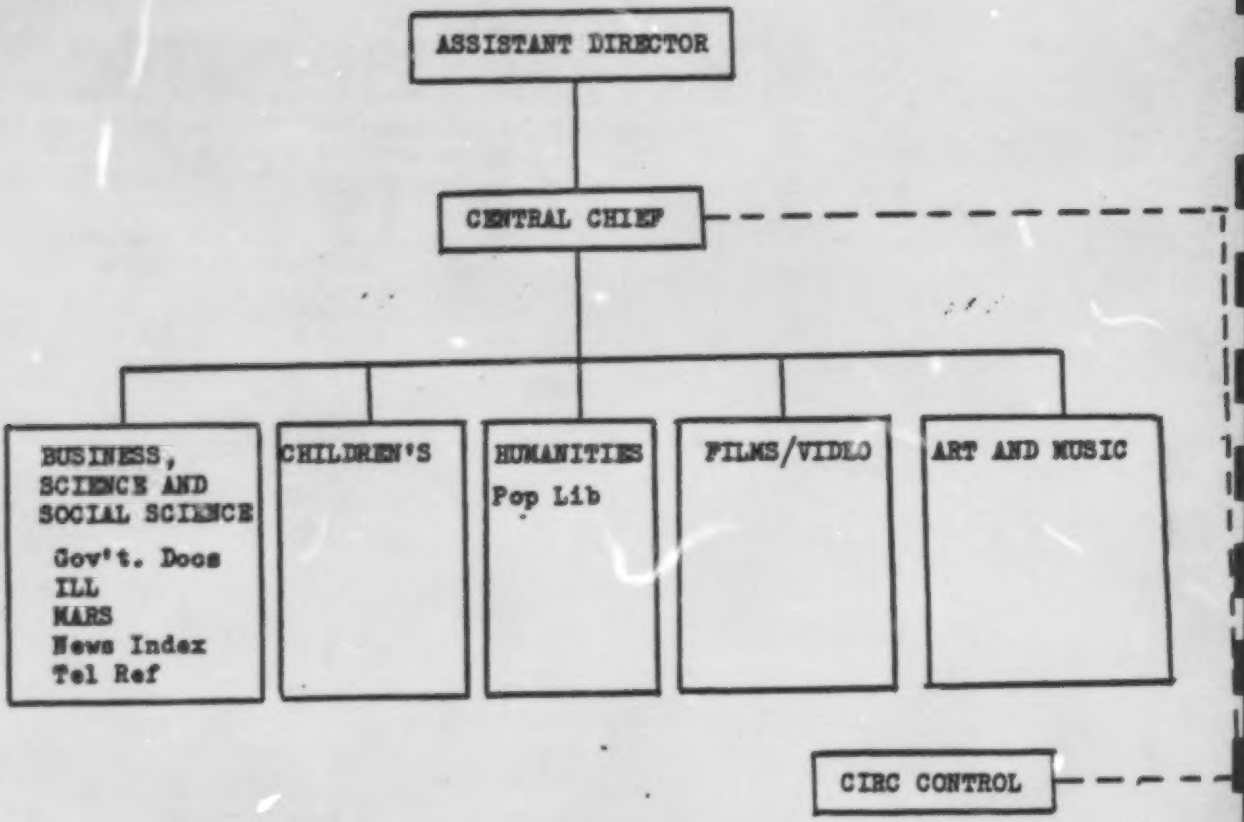
1982.

Cost

No cost.

Library Central Services Table of Organization (Proposed)

Chart 11


ASSISTANT DIRECTOR
CENTRAL CHIEF
BUSINESS, SCIENCE AND SOCIAL SCIENCE
Gov't. Docs
ILL
MARS
News Index
Tel Ref
CHILDREN'S
HUMANITIES
Pop Lib
FILMS/VIDEO
ART AND MUSIC
CIRC CONTROL

Recommendation OS 8

ESTABLISH A NINE-MEMBER LIBRARY ADVISORY BOARD; CITIZEN MEMBERS TO BE APPOINTED BY THE MAYOR AND APPROVED BY THE CITY COUNCIL; REPRESENTATION TO BE CITY-WIDE.

Rationale

As a service organization, the Library will be a more responsive and responsible organization if a Library Board is established with broad, advisory responsibilities with regard to Library policy, planning, and fiscal operations including the operating budget and capital improvements for the Library. The Board members can provide a pipeline for citizen input on Library service and provide communications between the elected City officials and the Library. Board members should be appointed for three-year terms, with a limit of one consecutive reappointment. The Board should elect officers from its membership. Terms should be staggered to provide for continuity. The Board should meet a least monthly, and any member of the Board who misses twenty-five percent of the meetings in any single fiscal year could be removed. Chart 12 illustrates the relationship of the Library Advisory Board to the City and the Library.

Date of Implementation

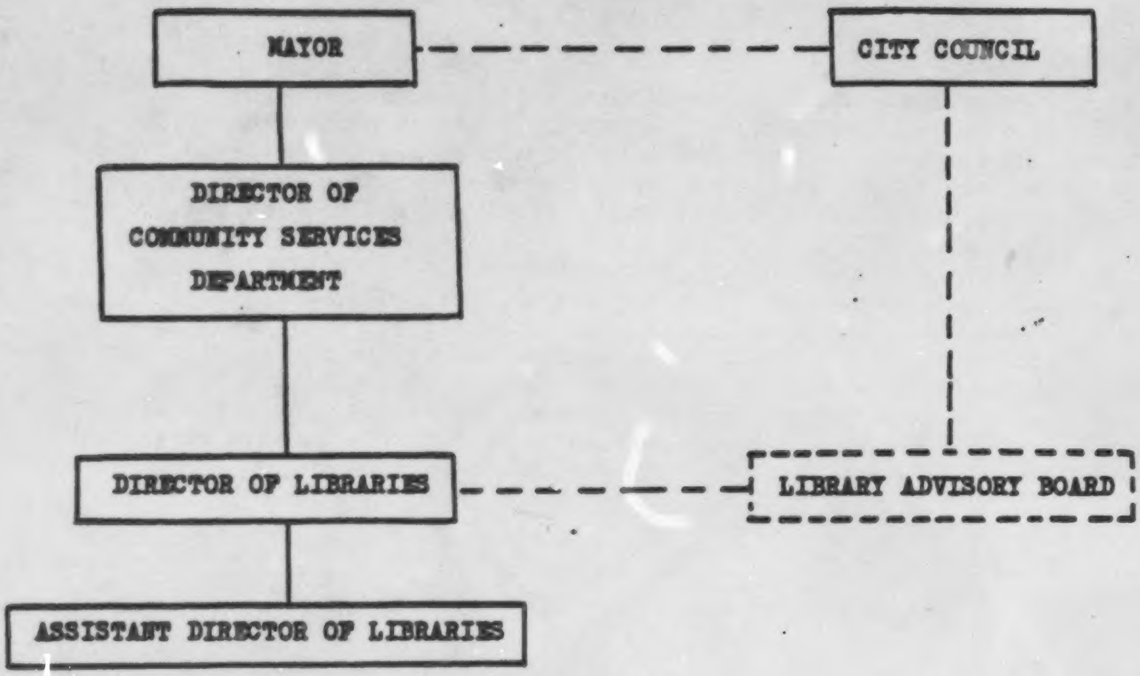
1982.

Cost

$3,500 for travel to library conferences and workshops and payment of trustee dues the first year; $16,220 through 1985.

Library Advisory Board Table of Organization (Proposed)

Chart 12


MAYOR
CITY COUNCIL
DIRECTOR OF COMMUNITY SERVICES DEPARTMENT
DIRECTOR OF LIBRARIES
LIBRARY ADVISORY BOARD
ASSISTANT DIRECTOR OF LIBRARIES

Recommendation OS 9

ESTABLISH AN AUDIO-VISUAL SERVICES OFFICE AS A SYSTEM SUPPORT SERVICE; THE CHIEF OF AUDIO-VISUAL SERVICES REPORTING TO THE ASSISTANT DIRECTOR OF LIBRARIES.

Rationale

Audio-visual service currently receives less attention than it deserves. As a means of serving the people, audio-visual services will take on increased importance in the years ahead. A staff position, with technical support, will be needed within the Library organisation. See Automation and Technology Recommendation AT 7 for further rationale. Chart 13 on the next page illustrates this recommendation.

Date of Implementation

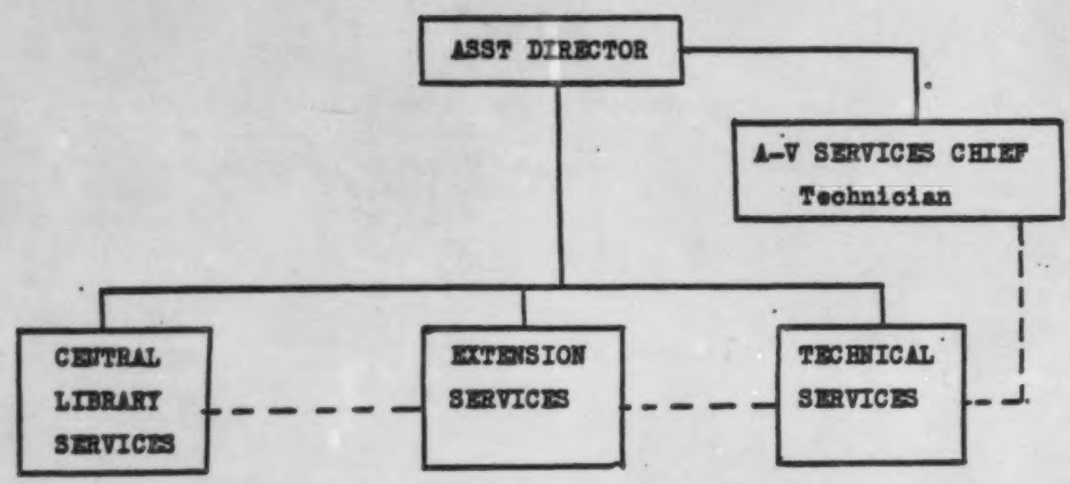
1983.

Cost

No cost (already accounted for in AT 7).

Library Audio-Visual Services Table of Organisation (Proposed)

Chart 13


ASST DIRECTOR
A-V SERVICES CHIEF
Technician
CENTRAL
LIBRARY
SERVICES
EXTENSION
SERVICES
TECHNICAL
SERVICES

Chapter XII

PERSONNEL

The principal asset of the Saint Paul Public Library is its personnel. From the Library Director to the Aides, the benefits Saint Paul citizens derive from the investment they make in their Library will depend, in large measure, upon the quality and quantity of the Library staff.

Based upon the results of the Job Assessment and Staff Attitude Surveys, conducted as part of this study, the following conclusions can be drawn:

—a very high percentage of the staff care about the Library and the service it provides.

—confidence in the work and performance of co-workers is high.

—staff perceive that 42% of their work time has no relationship to the currently established goals of the Library, and that their work has only slight impact upon the achievement of the goals.

—staff, in a majority of cases, is not sure that either the organization or their immediate supervisor considers performance appraisal an important part of supervision.

—most staff believe their most recent performance rating was not of use in helping them improve and enhance their skills.

—staff working directly with the public appear to have a higher degree of job satisfaction than do staff engaged in non-public contact work.

Saint Paul has a dedicated and hard-working public library staff. The taxpayer has little to complain about as far as effort expended is concerned.

Library personnel activities are also influenced by extensive collective bargaining (there are seven different unions involved; all full-time staff are members of a union) and the need to work within the City of Saint Paul's civil service system. The latter is very detrimental to the Library's professional recruitment inasmuch as civil service requirements do not include a graduate degree (M.L.S.) for librarian positions.[1] The absence of the M.L.S. requirement may account for the high percentage of college-educated staff from Minnesota and Wisconsin (13 of the 18 staff with a library science degree are graduates of the universities of Minnesota or Wisconsin). It would be desirable to recruit on a national scale for professional positions. Continued heavy reliance on locally-trained talent tends to deprive the Library of new and different ideas and problem-solving skills.

At this time, the Library has 39 separate position classifications (see Table 16).[2] A lesser number is recommended. Position descriptions for all posts are valuable management tools. Every position should have a clear and concise description listing job title, summary of duties, duties in detail (but not to excess), minimum qualifications (including educational and/or experience requirements), salary range, reporting responsibilities, working conditions, promotion progression/regression, and date of latest revision.

For improved management of personnel, no library staff should be hired to work less than 20 hours per week. It is not cost effective to train, supervise, and evaluate staff, some of whom currently work only one day a week.

Due, in part, to the localization of the professional staff, a much-expanded staff development and training program is needed. This should include both staff travel to workshops and other libraries, and the bringing to Saint Paul of persons with particular skills. Such a program would meet the requirements of the Perrie Jones Fund.

References:

1. Remarks made by Carole Williams, Extension Services Supervisor, at Spring Hill Retreat, September 7, 1980.
2. The table was developed from the following: "Administrative Structure," September, 1979; "Saint Paul Library Professional Staff," n.d.; and a letter from Kathleen A. Stachowiak, June 10, 1980.

Additional References:

1. Personnel Procedures Handbook For Supervisors. Saint Paul: Personnel Office, City of Saint Paul, Minnesota, revised edition, April 6, 1979.
2. Public Employee Labor Relations Act, 1971 as amended.

Table 16

Library Position Classifications

Administrative (Professional)

1. Library Administrator (Director of Libraries)
2. Library Services Manager (Assistant Director of Libraries)
3. Extension Services Supervisor

Managerial (Professional)

4. Librarian IV (Heads, Circulation/Science & Industry/Technical Services)
5. Librarian III (Heads, Arts-AV/Children's/Reference)
   (Heads, Hayden Heights, Highland Park, Lexington, Sun Ray)
6. Librarian II (Heads, Acquisitions/Gov't Pubs Office/ILL)
   (Heads, Arlington Hills/Hamline/Merriam Park/Rice Street/
   St. Anthony Park)

Managerial (Paraprofessional)

7. Electronic Data Processing Specialist I (Supervisor of DPC)
8. Library Assistant II (Supervisor of Bookmobile)
9. Library Specialist II
10. Library Specialist I (Head, VCC)
11. Provisional Specialist II (Head, Young Adults)
12. Special Library Assistant II (Head, Riverview)

Managerial (Clerical)

13. Clerical Supervisor (Supervisor of Business Office & Receiving Dept.)

Professional

14. Information Specialist (Public Information Officer)
(6.)Librarian II (Central Library "Reference" Librarians, e.g., Music Libraria
   (Cataloger)
15. Librarian I (Central & Branch "Reference" Librarians)
16. Subsititute Library Specialist (Part-time)

Paraprofessional

17. General Library Assistant
(8.)Library Assistant II (Central & Branch Library Assistants)
18. Library Assistant I (Central & Branch Library Assistants)
(11.)Provisional Library Assistant II
19. Provisional Library Assistant I
20. Provisional Specialist I
21. Special Library Assistant I (Bibliographer/Cataloger)
22. Technician II (Film Librarian)

Clerical

23. Clerk III
24. Clerk II
25. Clerk I

Clerical (continued)

26. Clerk-Typist II
27. Clerk-Typist I
28. Duplicationg Equipment Operator
29. Film Clerk
30. Library Clerk
31. Tabulator Machine Operator II
32. Tabulator Machine Operator I

Maintenance

33. Building Maintenance Superintendent
34. Custodian
35. Custodian (light duty)
36. Custodian-Engineer III
37. Custodian-Engineer I
38. Truck Driver

Student

39. Library Aide

Recommendations - Personnel

Recommendation P 1

RECRUIT BEYOND THE REGION TO THE NATIONAL LEVEL FOR PROFESSIONAL POSITIONS (LIBRARIAN I AND ABOVE).

Rationale

"The state of the art" in librarianship continues to change. New technology, new challenges, new problems and new opportunities for service emerge throughout the library world—in many cases, faster than a single institution can perceive them, meet them or benefit from them. Some metropolitan library systems, fortunate in their ability to compete for personnel because of their salary schedules and working environments, are finding their capacity for adapting to change is enhanced by the infusion of personnel from outside their city or region. The Saint Paul Public Library is one of those fortunate institutions; i.e., its salary structure is competitive on a national scale. It should, therefore, canvass the national "labor market" when certain key, professional positions become vacant, and interview qualified candidates from outside the region as well as those from within. In the immediate future, there are at least three such positions deserving this kind of cosmopolitan recruiting effort: Chief of the Central Library, Chief of Technical Services, and Chief of Audio-Visual Services.

Date of Implementation

1981.

Cost

$500 in 1981 for recruiting expenses (advertising); $3,030 over a five-year period.

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Recommendation P 2

DEVELOP A PERFORMANCE APPRAISAL/RATING METHODOLOGY BASED UPON A POLICY REQUIRING EMPLOYEE WORK TO BE DIRECTLY RELATED TO LIBRARY GOALS AND OBJECTIVES.

Rationale

Employee work that is not directly related, in some understandable way, to the overall work of the Library is of questionable value, and is not enabling the Library to receive the full benefit of its personnel investment. Work should begin in 1981 on developing a performance appraisal/rating system which will lead to a match of employee/employer goals and objectives, while at the same time allowing for personal growth and development. It is estimated that it will require a minimum of three years before such a system could be fully operational.

Date of Implementation

1981.

Cost

No cost.

Recommendation P 3

PLAN A STAFF DEVELOPMENT AND TRAINING PROGRAM TO INCLUDE THE FOLLOWING:

—STAFF EVALUATION AND PERFORMANCE APPRAISALS/RATINGS

—COLLECTION DEVELOPMENT AND SELECTION

—CREATIVE LEADERSHIP

—COMMUNITY AND PUBLIC RELATIONS

—CHILDREN'S SERVICES

—LIBRARY OPERATIONS.

Rationale

Planning for a staff development and training program should begin immediately. An ad hoc staff committee, including professionals and non-professionals, should be appointed by the Director of Libraries. The committee should be given six months to submit its recommendations to the Library Cabinet. The topics are in addition to the development of subject specialists recommended for the Central Library (see CD 5). The Community Analysis identified the need for in-service training on such operational matters as public instruction in the use of the card catalog and intra-library and inter-library loan procedures. The Library will also want to build upon the City of Saint Paul courses in staff evaluation and performance appraisal/rating.

Date of Implementation

1981.

Cost

No cost for planning. Allow $7,500 per year, beginning in 1982, for implementing the program; $30,000 through 1985.

Recommendation P 4

INITIATE A SYSTEMATIC REVIEW AND REVISION OF ALL POSITION CLASSIFICATIONS AND DESCRIPTIONS.

Rationale

There is too much specialization within the existing system. For instance, there is a "Film Clerk" as well as a "Library Clerk." There is also a "Library Assistant I" and "II," plus a "General Library Assistant." The consultants believe that there should be no more than 25 classifications. Position descriptions should be written clearly and concisely, listing job title, summary of duties, duties in detail (but not to excess), minimum qualifications (including educational and/or experience requirements), salary range, reporting responsibilities, working conditions, promotion progression/regression, and date of latest revision. Each description should require no more than two letter-size pages. This phase of the recommendation will take approxiamtely two years to complete. A personnel consultant may be needed to assist.

Date of Implementation

1982.

Cost

No cost (unless outside personnel consultant is engaged, probable cost about $15,000).

Chapter XIII

FINANCE

Before we look ahead, it is well to review the recent past. What follows first is a review of the past five fiscal years. The emphasis is on the operating budget.

A retrospective look is also taken at library salaries and materials, the two components of the operating budget which absorb the major share of the library dollar.

For the five years following this report, 1981-1985, we look at the potential of Saint Paul for supporting a quality public library operation, and suggest budget categories and revenue sources.

Operating Revenues and Expenditures

According to an analysis of public library revenues and expenditures provided by the Department of Community Services[1] and the Saint Paul Public Library staff,[2] the Library has had access to $15,544,165 for the five-year period 1976-1980. Based upon an aggregate population of 1,364,108 for the same period, each Saint Paul resident has "contributed" $11.40 for public library support. Table 17 provides a five-year summary of the per capita support of the Saint Paul Public Library.

Table 17

Per Capita Support, 1976-1980

	1976	1977	1978	1979	1980
Population (est.)(1)	281,045	276,933	272,822	268,710	264,598
Total Per Capita					
Revenue	$9.59	$10.69	$10.88	$12.35	$13.60
Expenditures	$9.66	$10.48	$10.61	$12.34	$13.58
Local Per Capita(2)					
Revenue	$8.43	$ 9.29	$ 9.28	$ 9.84	$11.85
Expenditures	$8.43	$ 9.29	$ 9.28	$ 9.84	$11.85

(1) The 1970 U.S. Census tally for Saint Paul was 309,828. The City of Saint Paul's Department of Planning and Economic Development 1979 population estimate was 268,710. The ten-year loss is 41,118, or 4111.8 per year. Using 1979 as base, and subtracting 4111.8 per year, the yearly totals as shown above result.

(2) Local funds are defined as General Fund (tax monies).

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Tables 18-22 are a year-by-year analysis of the Library budget. Table 23 is a summary of the 1976-1980 time frame. Table 24 is a summary by revenue sources—General Fund (local), Grants (non-local), and Gifts (also non-local). "Library Special Revenue" is money returned to the Library, having been first collected via library materials overdue (fines and charges).

Capital Expenditures

During the five-year period 1975-1979, a total of $3,254,810 was expended for capital improvements. One new branch library, Hayden Heights, was built at a total cost of $592,602. The project was completed in 1979. There was an addition to the "Ford Library" at a cost of $21,604. The Sun Ray Library was repaired (roofing and rain water sewer) at a cost of $27,005. The Central (Main) Library and all branches participated in a program that involved climate control systems costing $2,613,599.

The per capita expenditure for these various capital improvements was $2.35.

Salaries

The Preliminary Report on Personnel, pp. 10-11, indicated that Saint Paul's salary schedule for the entry level professional position was higher than in most libraries. This conclusion was based upon (1) comparisons with other MELSA libraries, (2) comparisons with other libraries with similar operating budgets,[3] and (3) comparisons with national placement data.[4,5] Creative budgeting will assist.

Table 25 compares Saint Paul with the other major MELSA libraries (Hennepin County and Minneapolis Public), plus four other libraries which have some characteristics similar to Saint Paul's, e.g., city libraries with a central building and serving a population within reasonable range of Saint Paul's.

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FISCAL YEAR ENDED DECEMBER 31, 1976

	General Fund	Library Aids & Grants	Friends of the Library	Inter-Library Loan	Rietske Memorial	Total
Revenue						
City General Fund	2,369,804					2,369,804
Fee Sales & Services		3,606				3,606
Intergovernmental						
MELSA		122.844				122,844
State Aids & Grants				82,500		82,500
Contributions			116,464			116,464
Interest Earned					365	365
Other		322				322
Total	2,369,804	126,772	116,464	82,500	365	2,695,905
Expenditures						
Salaries	1,958,381	66,477	7,700	26,975		2,059,533
Library Materials	200,109		100,000		244	300,353
Other	209,500	106,261	8,764	23,278		347,803
Capital Outlay (Equip.)	1,814	6,441				8,255
Total	2,369,804	179,179	116,464	50,253	244	2,715,944

Table 19

CITY OF SAINT PAUL
PUBLIC LIBRARIES - OPERATIONS
ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS
FOR FISCAL YEAR ENDED DECEMBER 31, 1977

	General Fund	Library Aids & Grants	Friends of the Library	Inter-Library Loan	Rietzke Memorial	Total
Revenue						
City General Fund	2,572,886					2,572,886
Fees Sales & Services		3,665				3,665
Intergovernmental						
MELSA		146,052				146,052
State Aids & Grants				85,000		85,000
Contributions			153,771			153,771
Interest Earned					395	395
Total	2,572,886	149,717	153,771	85,000	395	2,961,769
Expenditures						
Salaries	2,063,407	73,851	110	47,317		2,184,685
Library Materials	289,916	14,156	94,000		499	398,571
Other	213,423	8,816	59,661	25,340		307,240
Capital Outlay (Equip.)	6,120	7,129				13,249
Total	2,572,866	103,952	153,771	72,657	499	2,903,745

Table 20

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FISCAL YEAR ENDED DECEMBER 31, 1978

	General Fund	Library Special Revenue	Library Aids and Grants	Friends of the Library	Inter-Library Loan	Rietske Memorial	Total
Revenue							
City General Fund	2,532,799						2,532,799
Fees Sales & Services		79,722					79,722
Intergovernmental							
State Dept. of Education			2,745				2,745
MELSA			139,177				139,177
State Aids & Grants					86,164		86,164
Contributions				112,118			112,118
Transfer from General Fund		15,464					15,464
Interest Earned						390	390
Total	2,532,799	95,186	141,922	112,118	86,164	390	2,968,579
Expenditures							
Salaries	2,056,940		80,639	12,217	50,537		2,200,333
Library Materials	199,391		16,194	90,000		793	306,378
Other	268,261	39,686	18,954	9,901	45,293		382,095
Capital Outlay (Equip.)	8,207						8,207
Total	2,532,799	39,686	115,787	112,118	95,830	793	2,897,013

Table 21

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FISCAL YEAR ENDED DECEMBER 31, 1979

	General Fund	Library Special Revenue	Library Aids & Grants	Friends of the Library	Inter-Library Loan	Rietske Memorial	Total
Revenue							
City General Fund	2,644,422						2,644,422
Fees Sales & Services		85,742	4,910				90,652
Intergovernmental							
State Dept. of Education			16,435				16,435
MELSA			194,218				194,218
State Aids & Grants					102,500		102,500
Contributions			15,981	252,813			268,794
Interest Earned						393	393
Other			300		1,217		1,517
Total	2,644,422	85,742	231,844	252,813	103,717	393	3,318,931
Expenditures							
Salaries	2,198,831		122,212	4,996	63,008		2,389,047
Library Materials	213,950		15,502	102,000		649	332,101
Other	218,377	119,631	44,439	145,817	40,799		569,063
Capital Outlay (Equip.)	13,264		13,104				26,368
Total	2,644,422	119,631	195,257	252,813	103,807	649	3,316,579

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FISCAL YEAR ENDED DECEMBER 31, 1980

	General Fund	Library Special Revenue	Library Aids & Grants	Friends of the Library	Inter-Library Loan	Rietske Memorial	Total
Revenue							
City General Fund	3,138,100						3,138,100
Fees Sales & Services		89,931					89,931
Intergovernmental							
State Dept. of Education			8,360				8,360
MELSA			160,000				160,000
State Aids & Grants					120,000		120,000
Contributions			41,190	41,000			82,190
Interest Earned						400	400
Total	3,138,100	89,931	209,550	41,000	120,000	400	3,598,981
Expenditures							
Salaries	2,421,448		129,428	14,671	72,069		2,637,616
Library Materials	300,000		46	30,000		400	330,446
Other	358,727	70,000	63,048		43,957		535,732
Capital Outlay (Equip.)	57,925		32,244		600		90,769
Total	3,138,100	70,000	224,766	44,671	116,626	400	3,594,563

Table 23

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FIVE YEAR PERIOD - 1976 - 1980

	General Fund	Library Special Revenue	Library Aids & Grants	Friends of the Library	Inter-Library Loan	Rietske Memorial	Total
Revenue							
City General Fund	13,258,011						13,258,011
Fees Sales & Services		255,395	12,181				267,576
Intergovernmental							
State Dept. of Education			27,540				27,540
MELSA			762,291				762,291
State Aids & Grants					476,164		476,164
Contributions			57,171	676,166			733,337
Transfer from General Fund		15,464					15,464
Interest Earned						1,943	1,943
Other			622		1,217		1,839
Total	13,258,011	270,859	859,805	676,166	477,381	1,943	15,544,165
Expenditures							
Salaries	10,699,007		472,607	39,694	259,906		11,471,214
Library Materials	1,203,366		45,896	416,000		2,585	1,667,847
Other	1,268,288	229,317	241,518	224,143	178,667		2,141,933
Capital Outlay (Equip.)	87,330		58,918				146,248
Total	13,257,991	229,317	818,939	679,837	438,573	2,585	15,427,242

Table 24

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ANALYSIS OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FIVE YEAR PERIOD - 1976 - 1980

SUMMARY

	General Fund	Grants	Gifts	Total
Revenue				
City Funds	13,528,870			13,528,870
State/Federal Funds		1,337,186		1,337,186
Gifts Funds			678,109	678,109
Total	13,528,870	1,337,186	678,109	15,544,165
Expenditures				
Salaries	10,699,007	732,513	39,694	11,471,214
Library Materials	1,203,366	45,896	418,585	1,667,847
Other	1,497,605	420,185	224,143	2,141,933
Capital Outlay (Equip.)	87,330	58,918		146,248
Total	13,487,308	1,257,512	682,422	15,427,242

The table lists the entry level professional (MLS) salary for each of the four survey years, the starting (entry level) salaries for clerical and sub-professional posts, the FTE for each library, and the percentage of budget for personnel. This comparison indicates that Saint Paul is spending more of its total budget for personnel than the other seven libraries. The cause for this may be (1) higher-than-average salaries in most (but not all) comparable classifications, (2) a greater number of "tenured" staff (employees at the top of their pay scale),and (3) higher-than-average fringe benefit costs.

Of course, the Library must also compete with the private sector for clerical staff. Based upon the most recent survey of office salaries conducted by the Administrative Management Society,[6] the Library is in a competitive position. Evaluating four different classes of clerical positions, we find:

—File Clerks in the Twin Cities have a median salary of $7904.

—General Clerks, without supervisory duties, are paid $8429.

—General Clerks with minimum supervisory duties receive $10,140.

—Clerk-Typists are paid $8164.

—Average salary of the four positions is $8659.

Because the definition of a sub-professional position varies so widely, no meaningful assessment of the data can be made. In all probability, the competition for talent would not be with other libraries, but with the private sector and other governmental services.

Library Materials

Over the past five years, there has been a dramatic increase at the national level in public library expenditures for library materials.

Table 25

MELSA Libraries' Personnel Costs, 1977-1980

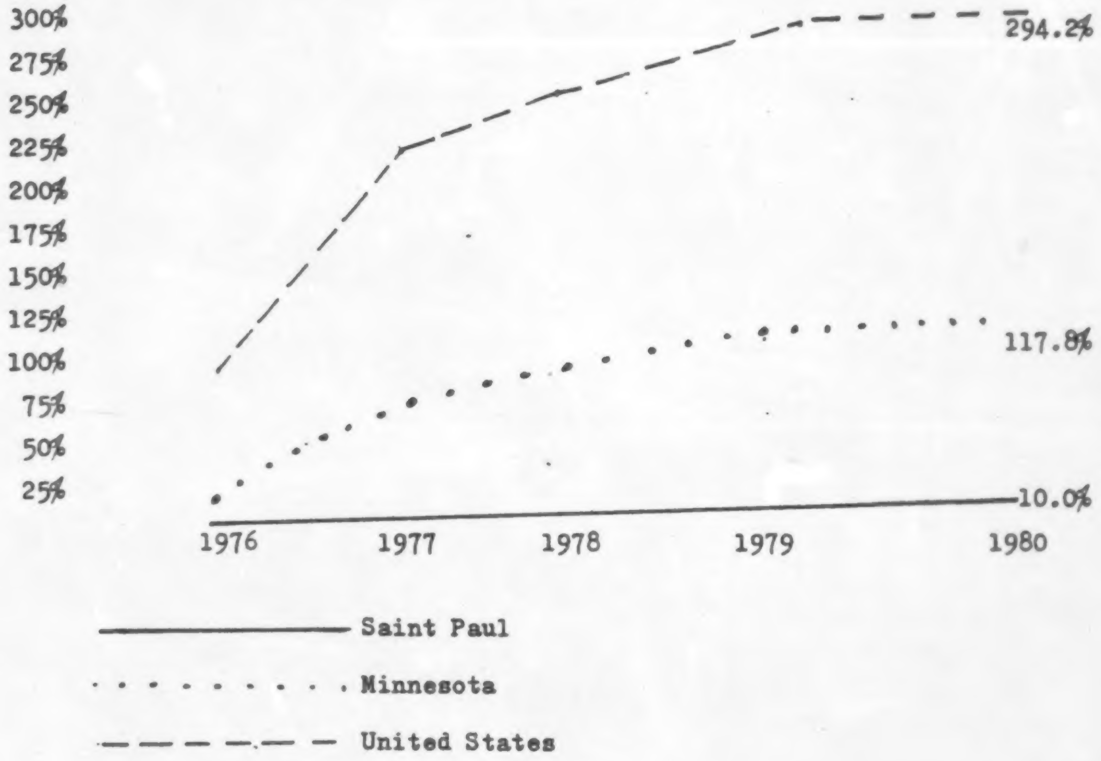
	Hennepin County	Mpls Public	Des Mns Public	K City Public	Omaha Public	Wichita Public	SAINT PAUL
MLS							
1977	13,812	13,182	11,033	9060	12,300	9693	12,792
1978	NA	13,182	NA	8688	12,540	10,275	13,429
1979	12,456	14,240	13,075	NA	14,388	11,371	14,731
1980	12,816	16,016	13,937	10,826	16,524	12,691	14,745
Sub-Prof							
1977	9816	11,050	9330	6576	10,284	6935	9048
1978	NA	11,050	NA	6996	10,464	7351	9503
1979	10,248	11,996	NA	NA	12,025	8272	10,680
1980	10,248	13,520	11,813	7860	13,776	9592	11,505
Clerical							
1977	6480	6682	6083	5232	7654	5564	6825
1978	NA	6682	NA	5556	7944	6230	6968
1979	6780	7402	7226	NA	8933	6732	8048
1980	6780	7930	7702	6492	10,234	8052	8089
FTE							
1977	324.8	327.3	89	185.7	122	105	168.9
1978	NA	297.7	NA	163.1	140	121.5	153.7
1979	345.6	330	72	NA	137	108	152.4
1980	370.3	287.5	90	151.6	117.7	116	153.9
% for Pers							
1977	69	75	82	74	69	65	82
1978	NA	72	NA	61	71	NA	81
1979	70	69	75	NA	68	73	83
1980	68	NA	73	59	72	67	77

According to the "The Bowker Annual," expenditures last year were reported at $336,291,461—a 294 percent increase over 1975. Within Minnesota, the increase between 1975 and 1979 was 118 percent.[7]

Saint Paul expenditures for library materials are expected to be $330,446 in 1980. Five years ago, the total was $300,353—an increase of 10 percent in the five years. Table 26 gives the national, state and local picture.

Table 26

Public Library Expenditures for Library Materials



The table on the following page provides further insight into the escalating costs of library materials and how the Saint Paul Public Library has been impacted. In every format except two, 16mm color

Table 27

Cost of Library Materials, 1975-1979

	1967-69	1975		1976		1977		1978		1979		5 yr.	
	Average Price	Avg	Index	Avg	Index	Avg	Index	Avg	Index	Avg	Index	Avg	Index
Periodicals	$8.66	$ 19.94	230.3	$ 22.52	260.0	$ 24.59	283.9	$ 27.58	318.5	$ 30.37	350.7	$ 10.43	120.4
Serials	$72.42	$118.03	163.0	$129.47	178.6	$142.27	196.5	$153.95	212.6	$171.06	236.5	$ 53.03	73.5
Books, Hardcover	$ 8.77	$ 16.19	184.6	$ 16.32	186.1	$ 19.22	219.2	$ 19.30	220.0	$ 22.80	260.0	$ 6.61	75.4
Mass Market Paperback	$ 0.79	$ 1.46	184.8	$ 1.60	202.5	$ 1.72	217.7	$ 1.90	240.5	$ 2.06	260.8	$ 0.60	76.0
Trade Paperbacks	$3.24	$ 5.24	161.7	$ 5.53	170.7	$ 5.93	183.0	$ 6.31	195.8	$ 7.05	217.6	$ 1.81	55.9
Film, b&w per minute*	$7.32	$ 7.10	97.0	-	-	-	-	$ 9.70	132.5	-	-	$ 2.60	29.5
Color per minute*	$11.95	$ 12.85	107.5	$ 12.93	108.2	$ 13.95	116.7	$ 12.56	105.1	$ 13.62	113.9	$ 0.77	6.4
Recordings (disc)*	$ 6.10	$ 6.88	112.8	$ 5.85	95.9	$ 6.72	110.2	$ 7.06	115.8	$ 7.21	118.2	$ 0.33	5.4
(cassette)*	$7.81	$ 10.32	132.1	$ 12.08	157.7	$ 10.63	136.1	$ 12.57	161.1	$ 12.58	161.1	$ 2.26	29.0

*Index Base Year is 1972

motion pictures and recordings (discs), the five-year percentage increase in the cost of library materials has far exceeded the meager 10 percent increase in the Library's budget for such materials. A major increase in the Library's acquisitions budget over the next several years is in order.

Funding the Library

Saint Paul citizens, according to the 1979 opinion survey,[8] perceive that the public library is doing a good job. More than 50 percent of the households report library usage, and most survey respondents are willing to pay taxes for library service. Five percent of the citizens are willing to be taxed more for improved service; e.g., increased number of community library hours.

Earning power, to pay for services, seems to be a plus factor in Saint Paul.

Mayor George Latimer's Agenda for Saint Paul[9] indicates that the total workforce within the city has remained stable and, in fact, shows a slight increase in the 1967-1976 period.

In 1975, the Effective Buying Income (EBI) per median household in the Twin Cities was $14,831. Almost half (49.2 percent) of the households had an EBI of $15,000 or more. The median age of the population was 27.5 years, with a nearly equal distribution among the major age groupings.[10]

As of 1978, the EBI had increased 26.9 percent to $18,822. The number of households in the $15,000+ bracket was 54.2 percent—and there was a remarkable 105 percent jump in the percentage of households with an EBI of $25,000 and over. As of December 31, 1978, the Twin Citites ranked 15th in the Buying Power Index, ahead of such locales as Baltimore, Atlanta, San Diego, Seattle-Everett, and Denver-Boulder.

The average household EBI was $20,745. The U.S. average was $16,231; the Plains States' average was $17,824; in Minnesota, the average was $18,492. The population has aged little in the three years: the median as of November 31, 1978, was reported at 28.3 years. Those 50 years of age and over had declined by 0.2 percent.[11]

Inflation has severely hurt the Saint Paul-Minneapolis area, as it has the rest of the country. The November 1975 Consumer Price Index (CPI) was 165. In June of 1980, it had escalated to 246.4—a 49.3 percent rise in five years.[12]

In 1975, the CPI for all U.S. cities was 161.2. In 1979, the figure was 207.1; in 1980, 236.4. Cities now experiencing a higher cost-of-living than Saint Paul-Minneapolis include Cleveland, Dallas-Fort Worth, Detroit, Houston, and Kansas City.[13]

From this review, it appears that Saint Paul citizens desire to maintain a good level of library service and, in some instances, would not object to paying more for improved service. The economy is sound, perhaps, improving, and inflation, while a continuing problem, is no more severe in Saint Paul than in other cities where public library improvements have been and are being made. There is reason to believe that the City of Saint Paul is capable of funding a quality public library.

Grants and Gifts

At first glance, it would appear that the Library has been very successful in obtaining grants. Between 1976 and 1980, over $2 million—nearly 13 percent—of the Library's revenue has come from grants and and gifts. However, the figure is misleading. The MELSA and Interlibrary Loan grants are, for the most part, automatically due the Library. These grants have come to the Library without significant effort having been expended on the part of the Library.

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Grants from governmental and private sources are available but it requires a coherent and persistent effort to obtain them. A well-defined program must be developed, one which has the endorsement of the policy-makers as well as the staff. One person should be designated as the Library's proposal writer. This person should have regular access to top Library management, and funds for necessary seminar and workshop attendance.

Funding Sources, possibilities for grants, include:

—National Endowment for the Humanities (NEH)

Challenge Grants require $3 for $1 match. Monies can be used to establish fund-raising program.

Learning Library, usually a three-year grant, can amount to as much as $350,000.

Youth grants, small amounts, are good for special projects.

Planning grants, also small, are rather easy to obtain, and might be the first step before seeking a larger grant.

—National Endowment for the Arts (NEA)

Not as likely a source as NEH, but worth pursuing.

—National Science Foundation (NSF)

Science for Citizens Program—best to first seek planning grant in the $20,000-$40,000 range. NSF is now quite interested in public libraries.

—Other Governmental Sources

There are many other federal and state programs. A regular reading of the Federal Register will detail federal programs. The State Department of Education (MN) can also provide information on state grant possibilities. Also, obtain a copy of "Federal Programs For Libraries: A Directory," Second edition, U.S. Department of H.E.W., September 1979.

—Foundations

There are hundreds, many of them in the Twin Cities area. They require careful study and cultivation. Most are looking for innovative ideas. Do not overlook corporate giving, as distinct from foundations. Attempt to become a line in the annual budget of Saint Paul's leading companies, even if only for $1,000 per year.

Five-Year Spending Plan

The proposed five-year budget, 1981-1985, for the Saint Paul Public Library is based upon the following assumptions:

—population will stabilize at 264,000, and then slowly grow at 2,000 per year beginning in 1982, as central city residential living gains in popularity and people choose to live closer to their work

—for 1981, total operating budget revenues of $3,890,000 including $3.6 million from the General Fund and Library Special Revenue (see Table 28)

—local per capita support will increase 10 percent per year effective in 1982

—other per capita support (grants and gifts) will increase 15 percent per year effective in 1982

The proposed budget does not include capital costs that are recommended in previous chapters of this report.

References:

1. Information provided the consultants by R.A. Harrisberger, Sr., Departmental Accountant, in a letter dated March 27, 1980.
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4. Learmont, Carol L. "Placements & Salaries 1979: Wider Horizons," Library Journal, November 1, 1980.
5. Muci, Judy. "Fringe Benefits in Large Public Libraries of the United States—The Professional's Guide to 1979." Public Libraries, Spring, 1980.

6. Administrative Management Society. Office Salaries Directory for United States and Canada, 39th Annual Survey 1980-81. Willow Grove, Pa: Administrative Management Society, 1980.

7. The Library & Book Trade Information Annual. New York: R.R. Bowker Co., 1980.

8. A Survey: St. Paul Adults' Opinions About City Services: The Tradeoff Between Taxes and Services. Minneapolis: Mid-Continent Surveys, Inc., September 21, 1979.

9. Latimer, Mayor George. Agenda For A Future Saint Paul. Saint Paul: Office of the Mayor, September 1, 1977.

10. "Survey of Buying Power." Sales and Marketing Management, July, 1976.

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12. Monthly Labor Review. August, 1980.

13. Monthly Labor Review. June 1976 and June 1980 issues.

Additional References:

1. Alternatives for Financing the Public Library. Washington: National Commission on Libraries and Information Science, May, 1974.

2. "Changing the Face of St. Paul Skyline." St. Paul Pioneer-Press/ St. Paul Dispatch, May 10, 1980.

3. Fine and Overdue Policies/Procedures, Saint Paul Public Library. Submitted by Carole Williams, August, 1979.

4. Latimer, Mayor George. Agenda For A Future Saint Paul, Progress Report: Year I. Saint Paul: Office of the Mayor, July 15, 1978.

5. Library Funding in Minnesota. League of Women Voters of Minnesota, November, 1978.

6. National Inventory of Library Needs, 1975: Resources Needed for Public and Academic Libraries and Public School Library/Media Centers. Washington: National Commission on Libraries and Information Science, March, 1977.

Recommendations - Finance

Recommendation F 1

STRENGTHEN THE LIBRARY'S GRANTSMANSHIP PROGRAM BY ADDING AN ADMINISTRATIVE ASSISTANT POSITION TO THE LIBRARY ADMINISTRATIVE TEAM.

Rationale

The Library has made little effort to seek grants, other than MELSA and Inter-Library Loan funds. There are a number of possibilities, as briefly described in the text of this chapter. The Library should make greater efforts to secure additional federal, state and private grants and gifts. See Recommendation OS 2 for additional information.

Date of Implementation

1981.

Cost

No cost (see OS 2).

Recommendation F 2

CONTROL PERSONNEL EXPENDITURES (SALARIES AND BENEFITS) AT 75 PERCENT OF TOTAL BUDGET.

Rationale

Personnel costs over the past five years, according to the reported expenditures, have averaged 74 percent of the budget. The range has been between 72 and 76 percent. The estimated figure for fy 1981 is 71.9 percent (see Table 28). There are several recommendations within this report for additional staff; therefore, it will require careful planning by the Library administration to control the personnel costs, in light of the fact that the Saint Paul salary structure is slightly above national averages. Nevertheless, the additional personnel are crucial for the Library's effort to adequately respond to citizen needs.

Caution must be exercised in regard to the use of grant monies for salaries. Unless the program which is being funded by grant should cease to exist when the grant expires, or unless the grant monies are certain and automatic, every effort should be made to minimise—eliminate if all possible—using grant dollars to pay salary costs.

However, it is quite logical to use grant funds for experimental efforts--as long as it is understood that, if the experiment succeeds, local funds will absorb the grant-funded program. Also, it should be pointed out that new programs can be used to replace old programs, i.e., as a new service is phased in, a less effective "old" service might be discontinued—resulting in little or no addition to the Library budget.

Date of Implementation

1981-1985.

Cost

No cost (costs included in other recommendations and/or general operations already in place).

Recommendation F 3

INCREASE FUNDS FOR LIBRARY MATERIALS TO 15 PERCENT OF TOTAL BUDGET.

Rationale

Without increased funds for library materials, it is unlikely that the Library can long remain a viable resource for the City of Saint Paul. As discussed in earlier chapters, and as illustrated in this chapter, the years of inadequate budgets for library materials have damaged the Library. The increases proposed here are modest, and would not achieve the minimum 15 percent goal until 1985.

Date of Implementation

1981-1985.

Cost

$375,000 in 1981 (9.6% of total budget), building to $897,000 in 1985 (15% goal reached); five-year total of $3,029,000.

Recommendation F 4

INCREASE LIBRARY'S OPERATING BUDGET OVER FIVE-YEAR PERIOD TO $6,900,000 ($25.37 PER CAPITA).

Rationale

Saint Paul has the ability to support an outstanding and resourceful public library. Citizen response to the achievement of this goal is likely to be enthusiastic. The proposed five-year budget, 1981-1985, (see Table 28 and Table 29) is conservative in nature and within the parameters of the city's future planning. Using the estimated 1981 budget revenues as a base, and anticipating an average 9.86 percent inflation factor, we project gains (in reality, a "catching-up") for SPPL over the ensuing four years. If the proposed five-year plan can be implemented, along with the other recommendations of this report, Saint Paul library users should reap the benefits of growth and development in 1986 that several other urban centers have experienced in recent years.

Date of Implementation

1981-1985.

Cost

$3,873,000 in 1981, building to $6,900,000 in 1985; plus capital expenditures over five years of $1,342,000.

CITY OF SAINT PAUL

PUBLIC LIBRARIES - OPERATIONS

ESTIMATE OF REVENUES AND EXPENDITURES - ALL FUNDS

FOR FISCAL YEAR ENDING DECEMBER 31, 1981 (1)

	General Fund	Library Spec. Rev.	Library Aids & Grants	Perrie Jones	Inter Lib. Loan	Rietzke	Total
REVENUE							
City General Fund	3,518,690						3,518,690
Fees, Sales, Serv.; Assets		80,000					80,000
Intergovernmental							
MELSA			140,000*				140,000
State Dept. of Education			8,359**				8,359
State Inter-Lib. Loan					140,000		140,000
Contributions				2,500			2,500
Interest Earned						400	400
Total	3,518,690	80,000	148,359	2,500	140,000	400	3,889,949
EXPENDITURES							
****Salaries	2,584,036		120,000	2,500	88,000		2,794,536
Services	242,626	80,000	8,359		50,100		301,085
***Materials	623,934				4,800	400	709,135
Capital Outlay (Equip.)	68,094						68,094
Total	3,518,690	80,000	128,359	2,500	142,900	400	3,872,850

*To be deposited to City

**Newspaper Index Project

***Incl. Materials budget of 375,500

****Due to a recently imposed hiring freeze, if any vacancies occur, there will be unspent salary money at the end of the year.

(1) Data provided HBW by Library staff.

Table 29

Proposed Library Budget, 1981-1985

000s

	1981	1982	1983	1984	1985
Population	264	266	268	270	272
Budget w 9.86% Inflation	$3873	$4274	$4695	$5158	$5667
Per Capita	$14.67	$16.07	$17.52	$19.10	$20.83
Salaries	$2794	$3099	$3427	$3817	$4250
% of Budget	71.9	72.5	73.0	74.0	75.0
Library Materials	$ 375	$ 449	$ 563	$ 696	$ 850
% of Budget	9.6	10.5	12.0	13.5	15.0
Other	$ 704	$ 726	$ 705	$ 645	$ 567
% of Budget	18.5	17.0	15.0	12.5	10.0
Recommendations					
Library Materials	-	$ 42	$ 125	$ 227	$ 350
Other Operational	$ 94*	$ 306	$ 567	$ 637	$ 883
Capital	$ 79	$ 502	$ 330	$ 210	$ 221
Per Capita	$ 0.66	$ 3.20	$ 3.81	$ 3.98	$ 5.35

*Utilise sale of old Hayden Heights to reduce net costs by $48,000; additional grants should fund remaining $46,250.

Chapter XIV

EVALUATING PROGRESS

A great deal of time, effort and money has been expended by city officials, library staff members and interested and concerned citizens of Saint Paul to develop this five-year plan. A return of their investment is expected. How can it be measured?

Unlike the manufacturing and/or sale of hard goods, it is not possible to study an increase in production or the upward slant of the sales curve. Libraries deal in services, and many of the services do not get recorded as part of "doing business." For instance, the resident who discovers that the Library now subscribes to several new journals of interest may spend hours reading and enjoying them—but the actions are never recorded (except as a person who entered the building).

However, there are services that can be measured which give some indication if the Library is making progress or not. The first requirement is to obtain current data so that later comparisons can be made.

The best measurement is usage—how is the public responding to the Library's program of service? A year-by-year and unit-by-unit comparison of (1) circulation figures and (2) informational services statistics will provide meaningful insights. Given an adequate budget for operations, usage of the Library should increase 5 percent per year for the next several years (assuming the population stabilizes).

The collections should expand (although a weeding program will likely produce a one-or-two-year decline in the inventory).

Through the use of random sampling, the probability of the Library owning books or journals published during any given time period, or of a user obtaining same as needed, can be determined.

Targets have been established for the major budget codes. These can be easily monitored, as can the success achieved in securing external funding.

A book theft security system should be in place within two or three years, an automated circulation system should be started before the end of 1985. Improvements in the way materials are selected, ordered, cataloged and processed can be observed by means of spot checks of sample orders. The time elapsed between awareness of an informational source and its public availability should become shorter.

The number, and quality of programs e.g., film series, should be readily apparent.

There are several other measurement and evaluation tools available.[1] A decision should be made soon as to which tools will be used.

The tone and mood of the citizens will be the most important measurement. Periodic, yet subtle, conversations with friends, relatives, business associates, professional colleagues—these will give those interested insight as to the growth and development of the Saint Paul Public Library.

References:

1. Hatry, Harry P. and others. How Effective Are Your Community Services? Procedures for Monitoring the Effectiveness of Municipal Services. The Urban Institute and The International City Management Association, 1977.

Additional References:

1. Brown, Maryann Kevin. "Library Data, Statistics, and Information: Progress Toward Comparability." Special Libraries, November, 1980.
2. Lancaster, F.W. and C.W. Cleverdon, eds. Evaluation and Scientific Management of Libraries. Leyden, The Netherlands: Noordhoff, 1977.

Recommendations - Evaluating Progress

Recommendation EP 1

UTILIZE 1980 STATISTICS AS BASELINE YEAR FOR EVALUATING PROGRESS OVER NEXT FIVE YEARS.

Rationale

Inasmuch as the primary focus will be upon the next five years, there is no compelling reason to retrospectively compare past statistics, i.e., prior to 1980. Every effort should be made to compile 1980 performance data on a month-by-month and unit-by-unit basis. Data to be compiled should include circulation (adult and children's), informational services (telephone and in-person), programs (number held and attendance) and intralibrary loans (borrowed and loaned). For non-public service units such productivity figures as number of items ordered, received and processed should be compiled. Charts should be prepared, targets established, new data recorded, and staff should be kept informed as to progress.

Date of Implementation

1981.

Cost

No cost.

Recommendation EP 2

DEVELOP AT LEAST FOUR SERVICE QUALITY MEASUREMENTS TO BE UTILIZED OVER THE NEXT FIVE YEARS.

Rationale

Quantative usage increases are important. They provide meaningful insights into the Library's ability to respond to public need. However, the quality of the service being provided should also be measured. If the Library is providing answers to lots of citizen requests—but 25 percent of the responses are not correct—perhaps the user is not being well-served. By means of sampling, there are ways to measure the quality of service. Four different quality measurements should be determined, e.g., the probability of an informational question being answered correctly within a specified time frame (number of minutes required to answer inquiry). Once the measurements are determined, they should be systematically measured over the five year life of this report. Service adjustments, as necessary, can be made beginning the third quarter of the second year of measurement.

Date of Implementation

1981.

Cost

No cost.

Recommendation EP 3

REVIEW AND REVISE THE PROPOSED LIBRARY SERVICE AREAS AND THEIR RESPECTIVE DEMOGRAPHIC CHARACTERISTICS USING COMPUTER-ASSISTED PROGRAMS TO SEARCH THE 1980 U.S. CENSUS DATA.

Rationale

Illustration 2 on page 10 presents the service area delineations for the Saint Paul Public Library System as determined from Community Analysis' In-House Map Studies. The delineation of service areas represents one of the basic tools for public library planning purposes. It is time-consuming, however, when manual methods are used. It is recommended that the Saint Paul Public Library take advantage of automation to search the 1980 U.S. Census by obtaining access to the GBF-DIME file (Geographic Base File with Dual Independent Map Encoding) and accompanying Admatch software program for the City of Saint Paul through the U.S. Bureau of the Census. The GBF-DIME is able to produce a computer print-out of the population and demographic characteristics for the respective library service areas by plotting the borrowers' addresses; some manual plotting is usually required for streets not included in the DIME file and program.

Records of Saint Paul Public Library users, such as circulation files, that include street addresses can be matched with the program to provide a computer-mapping of library users into census tracts. The GBF-DIME automation programs can provide cost-effective, periodic updates of these data for monitoring and revising the Library's long-range plan.

Date of Implementation

1981.

Cost

$500 for software programs (assuming no cost for computer time).

Appendix A

STUDIES RELATING TO THE SAINT PAUL PUBLIC LIBRARY

During the 1970's, several studies were conducted by area institutions, the state government, the City of Saint Paul, and the Library itself, which related in whole or in part to the Saint Paul Public Library. HBW ASSOCIATES analysed these previous studies in the course of their study. A summary follows.

In 1973, Annette Commers prepared a study for the Library Science Department of the College of St. Catherine entitled, A Study of the Lexington Branch Library: Who Uses It and For What Purposes.[1] The study was based on 327 in-house questionnaires completed by Lexington Branch users. Some of its conclusions:

—51% of the users were "non-students" (not involved in any academic pursuits).

—The largest number (67%) of the non-students used the Library for recreational reading, mostly fiction and non-fiction books.

—50% of the non-students were business people; 39% were housewives.

—Most students used the Library in connection with a class assignment and used a high percentage of non-fiction, reference, and fiction books.

—The highest percentage of students interviewed were in the high school group (35%), followed by grade school (33%), and college (26%).

—The highest percentage of both groups used the Library from one to two times a month; non-students (58%), students (43%).

—The greatest number from each group listed the Lexington Library as their closest branch.

—Neither group used audio-visual materials to any great extent, and seldom telephoned the library.

The Saint Paul City Planning Department conducted a Library User Survey, May 12-24, 1975.[2] The survey process distributed detailed questionnaires to a random sample of "adult users" (persons over 15 years of age); 724 at the branch libraries; and 65 at the bookmobile. The resulting answers provided most of the data for the survey. Here is a summary of the results:

—About 30% of the Central Library users and 20% of the branch library users were from outside Saint Paul.

—More than 21,000 persons used Saint Paul Library System facilities during the survey week. (Note that the month of May normally represents a seasonal low point for library use, according to a MELSA marketing survey.)

—More women than men used the Library system.

—Many more children visited the branches and bookmobile than the Central Library (Central 13%; branches 37%; bookmobile 63%).

—Adults over age 55 made the following use of the Library system during the survey period: Central 8%; branches 9%; bookmobile 10%. (In the 1970 census, 24% of Saint Paul's population was 55 or older.)

—Occupational categories most represented among the users were: 1) students; 2) professional people; and 3) housewives.

In 1978, a graduate library school student at the University of Minnesota, Janet I. Nelson, chose to study the Mexican-American community in Saint Paul and the public library services they receive. A 1977 study by the Office for Spanish Speaking People estimated that 49,500 Mexican-Americans live in Minnesota—exclusive of annual migrants—and the largest concentration lives in Saint Paul (an estimated 12,000 Mexican-Americans live in Saint Paul, primarily on the lower bluff area of the city's Westside). The resulting study, Outreach to Mexican-Americans: An Evaluation of Public Library Services in A Saint Paul Community, "considers Mexican-Americans in general and the specific community on St. Paul's Westside . . . covers various aspects of the library program in the community . . . evaluates the library program in terms of meeting the needs of the Mexican-American community."[3] Some excerpts from the "Conclusion" to that report:

—"The Mexican-American community in St. Paul is a unique community, culturally rich, but one which is beset by many problems to be solved and needs and wants to be filled . . . the community has problems in housing, unemployment, discrimination, health care, education, and communication through the language barrier. The community also has a cultural heritage which it is trying desperately to preserve. The library is seen by many as another Anglo institution with nothing to offer. Perhaps in its traditional role this is true.(but) The St. Paul Public Library . . . has as its goal the increased usage of the library by those who are now non-users."[4]

—The study concluded that there was a need for non-traditional library services and formats and recommended a survey to help determine the needs and concerns and to plan programs in the Mexican-American community.

—"There appears to be a lack of direction in St. Paul Public Library's efforts to serve the Mexican-American community. Once needs are determined through a community survey, goals and specific objectives should be formulated so that programs can later be evaluated."[5]

—The study addressed the need to raise the literacy level of the Westside community and noted that the Library could play a major role in this effort.

—The Library could also act as an information agency, ". . . providing information and referral regarding health care, jobs, and other topics of vital interest. Finally, the library as a 'cultural' institution could take part in building pride in the community's heritage through materials, displays, programs, and activities."[6]

—The study noted that the Library staff is well aware that the library is not meeting the needs of the Mexican-American community. It said one of the major problems is the geographic isolation of the Riverview Branch.

—The Library's budget was cited as a major problem. The materials budget had remained virtually unchanged for nine years and some staff were being laid off. "How can you hire bilingual staff when workers are being laid off? How can you build a good quality, extensive Spanish and ethnic collection with such a small budget? The only solution seen is to somehow convince the legislature to provide more state aid, at the level of support the public schools receive."[7]

In 1978, several staff members participated in intensive community analysis workshops conducted by Roger C. Greer of Community Analysis Associates. They trained other system staff members and conducted a five-month pilot community analysis study for the Rice Street Branch Library from January to May in 1979. Dr. George D 'Elia, Assistant Professor of Library Science, University of Minnesota, was engaged to assist with the preparation, evaluation and interpretation of measurement tools.

From the "Overview" of the Rice Street Branch Library Community Analysis Pilot Study:

—"The most significant findings of the study concern: 1) the identification of library users by their degree of participation in social (cultural) activities and adult education programs as opposed to any specific demographic characteristics, i.e., income, sex, etc.; 2) the identification of two types of library users: a type which visits the library and circulates materials, and another type which visits the library to use many services and materials but tends not to circulate materials; and 3) the isolation of a group of potential users from the non-library user group by their degree of active participation in social (cultural) activities.

—"Other findings show the users of the Rice Street Branch Library evaluating the library's book collection and physical facilities lower than did the users of the Central Library and other libraries.

—"Recommendations resulting from this study suggest the following: modification of the current materials budget allocation; further analysis of the media collection, Tool Lending Library, and the library's publicity and marketing program; and the necessity for establishing and maintaining communication and cooperation with area agencies, groups, organizations."[8]

The Rice Street Branch Community Analysis was conducted for two reasons: First, as a study of users and to identify non-users of the Rice Street Branch; second, to determine if the community analysis methodology and resulting study would be replicated for the entire Saint Paul Public Library System. Early results led the study directors to recognize the advantages of the study process and to recommend that each agency in the library system conduct a community analysis during 1979, provided support staff and funding could be obtained. From their experiences and findings, in March of 1979, Virginia Stavn and Carole Williams prepared a detailed outline of the procedures for the process.[9] With the assistance of other administrative staff, including Assistant Director Kathy Stachowiak, they conducted numerous staff workshops to orient and train staff in community analysis procedures.

In 1978, the Minnesota State Planning Agency performed Phase II of a study of library expenditures for the respective Saint Paul and Minneapolis public library systems. The two library systems represent the only municipal libraries in the metropolitan area; other municipalities in the area are served as part of a county library system. The report analyzed the differentials between the tax rate and expenditures for the two municipal libraries and compared them to the libraries in the suburban cities; the report also analyzed socio-economic and local political decisions in the cities that had influenced library spending during 1967-1976.

The report detailed significant contrasts that exist between the two cities' administrative and financing structure. "Minneapolis library administrative staff is separate from the city's general purpose government, and library operations are directed by an independently elected library board. Saint Paul's library is administered as a division of the City Department of Community Services. The Minneapolis library operates on a dedicated tax levy in addition to other state aids and grants. Saint Paul library appropriations come from the city's general fund in addition to other state aids and grants."[10]

While the financial data from the survey is now about four years old, many of the major findings from the survey contribute to the current long-range planning considerations for the Saint Paul Public Library. Some of the findings from the survey were:

—Saint Paul maintains an adequate level of staff for its population, based on State advisory goals; Minneapolis staffing was above the State minimal goal. (This was based on 1976 figures, when Saint Paul had 141.26 FTE's; budget reductions since 1978 have dropped the figure below the minimum goals.)

—The Saint Paul Library system ranks second behind Minneapolis in the metropolitan area by non-residents for reference use.

—The Saint Paul Library provided more circulation to non-residents than it received from other libraries.

—Library expenditures in the two cities have risen more slowly than total city expenditures, with a resulting decline in Library spending as a percentage of total spending.

—The Saint Paul and Minneapolis Library systems are supported by property taxes to a lesser degree than either Hennepin County or Ramsey County libraries.

—"The existence of municipal library systems does not contribute significantly to property tax rate disparities between Minneapolis and Saint Paul and the suburbs."[11] Based on their 1976 operating budgets, the libraries' equivalent support in terms of mills was:

Hennepin County Library	2.301 mills
Minneapolis library system	2.162
Ramsey County Library	2.098
Saint Paul library system	1.189

—The higher level of spending for library services in Minneapolis may be attributed to the following factors: higher staff-to-population ratio, cost burdens resulting from operation of the Science Museum and Planetarium, larger collections and materials costs, or government structure.

—"Neither city has a formal process by which to evaluate the needs of various programs for revenues. Rather, budget levels for library spending for 1978 in both cities were overwhelmingly influenced by the reaction of city officials to rising city property tax rates."[12]

In addition to the brief descriptions of the library systems involved, and the major findings, the survey provides valuable insight into the library budget decision-making process in Saint Paul and Minneapolis, and describes how library spending in the two cities may reflect socio/economic forces and the cities' own structure and organization.

In 1979, the City of Saint Paul, with a grant from the Otto Bremer Foundation in Saint Paul, had a timely and objective citizen survey conducted on city taxes and services. The survey, Saint Paul Adults' Opinions About City Services: The Tradeoffs Between Taxes and Services, queried 300 randomly-selected adults in the city about their opinions regarding city services—police, fire, parks and recreation, libraries, public works, waste disposal and health—and concomitant city taxes. Respondents were told that, in 1978, the city of Saint Paul received 28% of the property taxes paid by city residents; the balance was primarily divided between the school district and Ramsey County.

Overall, the survey results presented "an endorsement of the status quo on city services and taxes,"[13] with the majority of respondents declining to decrease the level of a respective service; no more than 10% chose a decrease in a specific service. Team policing and recreational programs for the handicapped received the majority of support for increased services. Seventy-seven percent of the respondents indicated that the Saint Paul property taxes are a fair price for the respective city services. Public Library services were included in the tax survey, and some of the findings were:

—Compared to other city services, only 5% of the respondents chose "Library Hours Increase" as one of the two services "most important" to them.

—Only 7% chose "Branch library decrease" as one of the services to decrease.

—Eleven percent of the renters, compared to two percent of the home owners, wanted lengthened library hours.

—Fifty-seven percent of the respondents said that someone in the household had gone to a Saint Paul public library or called for information within the past year.

—Sixty-one percent said that someone in the household had a public library card.

—Seventy-six percent of those under age 50 had public library cards in the household; 60% of those in the 50-59 age range; less than 40% of persons 60 or older.

—In terms of citizens' perceptions of performance, the libraries were ranked a close second to the fire department out of the six city departments in the survey.

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Appendix B

Branch Library Space Utilization

Consultant: Richard Waters

There was an initial report (March, 1980) and a more specific follow-up report (June, 1980).

The March report provided criteria for evaluating usage of space in branch libraries, in respect to placement of materials to be borrowed, public seating, displays, meeting space, staff work and relaxation space, the circulation desk, storage, rest rooms, signage, accessibility (for public transportation; for the handicapped).

The later report evaluated each branch library specifically on most of these topics.

SUMMARY

"The four new buildings, Hayden, Highland, Lexington, and Sun Ray are in good locations, have adequate parking, are accessible, and are large enough to serve their neighborhood communities." They should rearrange some furniture and equipment and consider further displays and exhibits.
Rice Street Branch is adequately located "but the most unattractive building in the system." It should have extensive physical changes (cost estimated at $75,000).

The other buildings are, in the opinion of the consultant, too small for quality full service in the manner of the larger branches. St. Paul might consider operating only four major branches and retaining the others as "reading centers" (small collections of current materials: magazines, tapes, recordings) with only 20-30 open hours per week. Basement spaces could be used for community groups, cable TV. If maintained as is, each building needs to be ramped, heated and cooled centrally, carpeted, repainted inside and out.

Highland Library: consultant recommends that the "rare book collection" be sold with the proceeds to revert to collection development. The rare book room (The Perrie Jones Room) is highly attractive space that could be put to better use.

Rice Street: The Tool Lending Library is counter-productive to public library space and the contract should be cancelled.

Central Library Space Utilization

Consultant: David Henington

The consultant recommends that space planning should focus on the information and reference function. It is recommended that the Reference Department be established in the present Circulation area. A General Reference Department would contain the broad subject categories of social sciences, business, science, and industry plus support functions of telephone reference, interlibrary loan, and computer based search services. Proximity to the Hill Library is one advantage to locating Reference in the present Circulation space. The present Reference area would house complementing circulating collections from Science, Business, Science and Industry, and the government documents collection.

The consultant recommends then, moving Humanities to the second floor, leaving Arts/Audio Visual where it is but removing films from that area. Films should be housed with the Video Communications Center which should (preferably) be moved from Lexington Library to the ground floor at Central.

Also recommended: retain Children's and Young Adult Departments in present space; consider moving the Technical Services Dept. and Administration out of the Central Library altogether. This has advantages and disadvantages. With the catalogue soon to be all on microfiche, Technical Services can well be moved out of Central. Separating Administration from the Central library is more controversial: this has been done in Denver and Anoka County Library, so that there is the experience of other libraries to draw on in considering this decision.

In order to achieve better circulation control, close the terrace entrance. Develop an improved graphics program with clear and consistent signs to guide the client around the building.

A new position, Chief of the Central Library, is recommended. This position would coordinate the departments and "give stronger purpose to the Central Library." It would also free the Director of the Library to plan for the system as a whole.

Finally, the consultant recommends that the City consider long term planning for a new Central Library building. The present building, while beautiful, does not provide "the flexibility needed to demonstrate full library service for the eighties."

Automation/Technology

Consultant: Richard Waters

Mr. Waters emphasizes that new equipment is being developed constantly and that what is appropriate for any particular library in any given year depends upon expert analysis of the individual problems to be solved. Therefore, Mr. Waters recommends hiring personnel who understand the field of automation and libraries, and who can move the library, as it has resources and identified needs, into the newest available appropriate equipment and technology. He recommends that five new positions be established at SPPL:

1. Systems Analyst
2. Programmer
3. Technician relating to Systems Analyst
4. Media Development Librarian
5. Technician relating to Media Development Librarian

Mr. Waters' summary of this report follows:

EXECUTIVE SUMMARY

- Read, or at least sample, bibliography (attached to Mr. Waters' Report).

- Establish five (5) new positions at annual (first year) cost of about $89,000 (plus benefits).

- Await outcome of MELSA work re automated circulation system.

- Acquire and install theft detection systems, as quickly as possible, for Central Library and four major branch libraries.

- Technical Services require study of already submitted preliminary report.

- Tie in to OCLC Interlibrary Loan network--if utilizing OCLC cataloging to fullest degree.

- Establish Word Processing Center, utilizing existing staff and leasing equipment.

- Continue MARS service, evaluate it carefully, provide for adequate staff training. (MARS is computer-based search service.)

- Insure that SPPL is part of CATV (cable).

- Data Processing requires study of already submitted preliminary report.

Personnel Report

Consultant: Richard Waters

This report consists of four sections:

1. Personal Job Assessment
2. The salary picture at SPPL
3. Profile of professional staff
4. Summary of personnel recommendations from prior preliminary reports.

Personal Job Assessment

A questionnaire was circulated to all staff members. A copy of the SPPL "Mission and Goals," developed in the Fall of 1979, was included with each survey and staff members were asked to estimate to what extent their own activities match the Library's goals.

There are 1[illegible]6 Full Time Equivalent (FTE) library staff members at SPPL; of these 48 are professional. FTE, of course, is a theoretical equivalency that includes many part-time workers. Hence, 213 staff members completed the Personal Job Assessment form.

Of the 1261 activities cited, two-thirds were judged, overall, by staff to be related to the stated library goals. In general, the library aids, custodial staff, and clerical staff saw their work as having least relationship to library goals: 42%-50% of their work time, they believe, has little or no relationship to the stated goals of the library. Professional staff saw a close relationship, but exact numbers were not presented in the report. Professional staff did comment, however, that too much of their time is spent in clerical type tasks because of a shortage of staff.

Salaries and Comparative Data

A traditional standard has been that 67% of the total public library budget should be allocated for salary. That is no longer feasible and most libraries spend more.

Saint Paul currently spends a larger percentage of its budget on salary (79.8% by MELSA figures and 86.9% by American Library Association figures) than other MELSA library or any of the other public libraries in comparable sized cities, cited in this study. Saint Paul has the highest entrance point salary for beginning clerks and for beginning professionals, of any MELSA library, although Minneapolis and Hennepin County salaries exceed St. Paul for the Director and Assistant Director positions. The report presents a series of tables, comparing Saint Paul's salary figures and cost per circulation with those of other libraries.

(It should be noted that if salaries are high, the percentage of budget going for non-salary purposes, namely books and other materials, is one of the lowest of all the MELSA libraries.)

Profile of Professional Staff

SPPL lists 48 professional staff. Their average length of service is 15 years; average salary $20,469; most were educated in Minnesota; 20 of 48 have graduate degrees; 43 of the 48 are female.

Summary

1. Every effort should be made to recruit professionally on a national scale, to avoid the possible provinciality of a predominantly Minnesota-educated staff.

2. Both branch libraries and Technical Services appear to be understaffed professionally.

3. New positions that have been recommended in previous preliminary reports include:

   - a second Assistant Director
   - a Systems Analyst
   - a Programmer
   - a Technician
   - a Media Development Librarian
   - a Media Development Technician
   - a Chief of the Central Library

Selection and Collection Development in the Saint Paul Public Library: Current Practices and Future Possibilities

Consultant: Larry Earl Bone

This is a detailed, complex report that surveys the Central and Branch collections, and all related policies and procedures.

SUMMARY

General:

- Library goals and objectives must be an on-going process; must involve the community; should assist to clarify the mission of the Library; collection development policy must be based upon Library goals.
- Present Library "Materials Selection Policy for the St. Paul Public Library" is inadequate.
- Present organizational structure of one "Acquisitions Librarian" is no longer valid.
- Senior level staff and others who may become involved in collection development should read, study, and discuss Guidelines for Collection Development.
- In-house collection evaluation should be considered.
- Budget dollars should be targeted to address specifically identified collection shortcomings.

Central Library:

- Too much prior emphasis on popular materials.
- Establish formal acquisitions agreements with Hill Reference Library.
- Art and Music Department selection and collections of good quality.
- Government Documents collection valuable resource; difficult to locate and thus use; workshop for Central Library staff in usage of collection recommended.
- Reference Department collections inadequate.
- Periodicals collections weak; buy retrospective titles only on microfilm or microfiche.
- Science and Industry Department collections require weeding and updating.
- Out of print title searching required.

- More staff subject specialists needed; development possible via in-service training and/or continuing education courses.

- Develop plan and procedures for intralibrary loan service; scrutinize intra and interlibrary loans for potential acquisitions.

- Initiate more frequent duplication of important non-fiction titles; develop long-term plan with interim objectives; place less emphasis on current review media re selection; allocate percentage of budget dollars for retrospective buying; establish line office for these activities.

Branch Libraries:

- Too much duplication of once popular titles still on shelves.

- Utilize community analysis to articulate role of branch libraries; collection should meet neighborhood needs.

- Systematically replace collections; develop written policy for collection weeding.

- Allow for more flexibility in children's selection.

- Small branch library reference collections quite weak; bibliography checking one means of improvement.

Process and Organization:

- Create an Order Department under Technical Services.

- Make present "Acquisitions Librarian" the "Chief of the Central Library" (referring to position).

- Transfer the selection of branch adult materials directly to the branch librarians.

- Construct well defined meaningful selection and acquisition policy.

- Retain present selection coordination responsibility for children's materials.

- Actively involve all branch and Central public service librarians in both current and retrospective collection development.

- Abandon policies or practices which affect negatively the provision of library material to the public.

- Make a strategy for collection development to cover the next five years.

Technical Service Operations

Consultant: Irene B. Hoadley

In this report Dr. Hoadley analyzes the organizational structure at SPPL and recommends that all user service activities be assigned to one Assistant Director, and all support services be assigned to another Assistant Director (a new position).

At present, Acquisitions includes both ordering and selection of materials. Since selection is a highly professional skill and ordering a routine function, these activities should be separated. However, ordering and receiving and related support functions should be physically grouped. The library should maintain a single outstanding order file, indicating location information and provide copies for extension libraries rather than maintaining duplicate files in branches, as is now the situation.

The consultant found that present cataloging procedures unnecessarily delay the distribution of books to the shelves. She points out the need to focus on getting books to people as quickly and economically as possible. Therefore, some old procedures need to be changed or eliminated. She felt that the OCLC automated cataloging system was not being fully utilized. This must be done if it is to be cost-effective. It should be used while the building is closed.

The activities of the Receiving unit should be reorganized, removing some activities that more naturally belong in other areas.

The present split arrangement of an abbreviated shelf list and an official catalogue should be discontinued. The library should maintain a single complete shelf list.

Although Dr. Hoadley's report seemed full of global changes for the technical service staff, she comments that "if these recommendations can be implemented, great strides will have been accomplished."

Public Relations/Community Relations

Consultant: Gloria Glaser

Ms. Glaser makes a number of recommendations designed to upgrade the image of the Saint Paul Public Library. This preliminary report was not a part of the Draft Copy Final Report.

SUMMARY

- Establish immediate and long-range goals and objectives for the public relations program based on staff availability and budget.
- Prepare a written year-round plan for a continuing flow of news and feature stories to the media. This is a priority.
- Offer two workshops for all library staff (perhaps they can be coordinated in an all-day workshop):
  a. a newspaper workshop;
  b. an overall PR goals, objectives and skills workshop.
- Initiate a yearly budget for printing and a yearly production schedule for printed materials.
- Hire a firm specializing in signage and display to coordinate a signage program.
- Take a leadership role in providing professionally-prepared exhibitions and displays in the Central Library.
- Update the slide-story - an immediate priority - and mount an assertive campaign to bring it before the public.
- Begin an active program of regularly scheduled and publicized tours of the Central Library.
- Coordinate a year-round adult program at the earliest possible time.
- Encourage new ethnic groups to use the services of the library.
- Aid the PIO in meeting and working with representatives of community organizations.
- Increase the staff of the Public Information Office in stages.
- Upgrade the PIO position when possible.
- Provide the PIO with a professional PR library (suggestions included in the text) and access to PR workshops and meetings.

Saint Paul Public Library Community Analysis

Consultant: Lee B. Brawner

Mr. Brawner presented a first Community Analysis on March 24, 1980; a revised edition came out on June 20, 1980.

Methodology

The community analysis methodology for the Saint Paul Public Library system was developed by HBW Associates and the library staff.

The study instruments and methodologies in the Community Analysis represent a revised combination of the Saint Paul Public Library's experience in the Rice Street Branch Pilot Study and the experiences of other urban libraries. The instruments were written to address the specific questions and problems posed by the city officials, library staff and administration, and the Citizen's Task Force.

The community analysis process was designed to:

A. Gather information concerning:

   1. Level and patterns of use for major library services and resources;

   2. Social and demographic characteristics of library users and nonusers;

   3. Observations and concerns of the Saint Paul community about current library resources and services, and accessibility to same;

   4. Needs of non-library users.

B. Raise the awareness of the Saint Paul community to the public library, its services and needs;

C. Raise the awareness of the public library staff to geographic and demographic factors affecting library service;

D. Raise the awareness of the library staff to the nature and characteristics of business and service organizations in the immediate service areas of the respective library facilities;

E. Explore potential areas of additional specialized library services for individuals, businesses and community service organizations;

F. Explore possible areas of cooperation between the library and community businesses and service organizations;

G. Assess the physical accessibility of the community to each library facility.

The Community Analysis was supervised by HBW Associates but carried out by SPPL staff. It was coordinated by Virginia Stavn at the library. Activities conducted to achieve the objectives of the community analysis include:

1. Transaction Film study
    - sampling of 1979 borrowing transactions
    - 500 transactions for each library
2. In-House survey of users at Central, Branches, and Bookmobile locations
    - a total of 5,236 surveys were completed
    - survey included adults (age 18 and over)
    - interval for asking adult visitors to answer the survey varied with the library, depending on the amount of user traffic in each agency.
3. Telephone Survey
    - a random sample of 477 St. Paul households were telephoned to answer survey questions
    - 272 of these were identified as library users; 205 as non-users
    - this was the only real access to non-users who were asked reasons for not using library, services that they would use, location of nearest branch, etc.
4. Community Walkaround
    - library staff walked around the neighborhood, drove through area designated within 1½ miles of the library
    - this helped to familiarize library staff with the service area, assess physical accessibility of the library to the community
5. 1970 Census Data
    - because it is outdated, this was a secondary priority
    - the information compiled now provides baseline data against which to compare incoming 1980 census information
6. Survey of Service Organizations
    - staff contacted 120 community service organizations in all service areas
    - this survey was intended to
        - raise organizations' awareness of the public library and its services
        - increase library staff awareness of potential service needs
        - compile related information about possible areas of cooperation with area community organizations.

7. Survey of Businesses

   - 110 different businesses were contacted and surveyed

8. In-House Map Study

   - in-house users at every agency except Central pin pointed their homes on a 400 scale land use map.

Some results

The Community Analysis is a very large and complex collection of data. It will be some time before the implications of this information can be fully distilled and summarized. These tables will be consulted in the years ahead, it would seem, before any major change in library service is decided.

Following is a brief sampling of some of the results.

1. Non-users' replies to the telephone survey queries. Why do I not use the library?

   The most cited reason for not using the library was worry about getting books back on time (4 in 10 of non-users considered this an important concern). Since there are no outside book return chutes except at Central, this is clearly a priority. Related to this is the non-user's further concern that it is hard to get to the library and that its hours are not convenient.

   Interest in special services

   No single type of service received a majority expression from non-users. 32.6% favored computer access to information and 39.9% would value telephone reference service.

   When did you last read a book?

   Interestingly, 93% of users had read a book within the last six months as contrasted to 76.5% of non-users. Almost 17% of non-users said that "the library just never seems to have the books I want."

2. Satisfaction with library service

   Over 81% of Central and branch library users and 88% of Bookmobile users reported that they "almost always" or "most of the time" were able to obtain what they were looking for in the library.

   However, there is an inverse correlation in relation to high educational achievement and library service satisfaction: St. Anthony Park with the highest percentage of college graduates (61.1%) recorded the lowest % of user satisfaction (69.5%).

Comments on library service

The Community Analysis lists, by agency, a sampling of user comments, following:

The users' written comments regarding the library's services and collection were too numerous to summarize in this report; the library has a complete listing of the comments. The comments included many critical and constructive suggestions regarding collection, services and staff along with many compliments for same. A brief sampling of some of the comments follows:

Central — Arts and Audio-Visual Department

- Libraries should not be so print oriented and this one suffers from printism.
- Record and audio tape selections are awful.
- Local neighborhood libraries should have more tapes, and audio-visual materials.
- Should have more music materials — records, sheet music. Material i in poor condition and very few selections.
- Slides are old, discolored and very limited in scope.
- Films: Our school has tried to get several 16 mm films which are somewhat popular and the library didn't have them.
- Films: Too short a loan period — need two days.
- Films: Very fine collection of films to choose from . . .
- Records: Poor condition (9) Small selection (7)
- Staff: I find some of your staff very discourteous . . .
- Staff: I have always found the librarians polite, very helpful and usually cordial.
- Art books: limited selection (2); No depth; Good art section; would like to see a better art collection

Central — Children's Room

- Advertise some of your recent acquisitions in the newspapers.
- Have activities for the 9-12 year olds . . .
- I find the story hour and little Saturday programs a wonderful way to get children used to the library.
- Taken children to story and puppet time; storyteller is extremely too child-like person — very bad
- The staff has always been very helpful . . .

Central — Circulation

- Missing many classic authors in adult fiction (3)
- Need more copies of recent books (4)
- Selection of science fiction limited to rather blah—no imagination or exploration of lesser-known authors
- Travel books are out of date
- Language materials out of date; very few books in Spanish
- Golf books outdated
- Need more copies of plays (2)
- Not much poetry — very tradition laden
- Need more variety in history
- Small collection of psychology
- Sociology; very little on gay studies; insufficient info from Marxist or revolutionary view
- Education: not enough recent materials; tradition laden; lack standar references

Central -- Reference
Lack professional journals of any quantity
Get New Women magazine
Magazines not adequately displayed
Employees act like you are being a bother when you ask for help
Library has no translators
Librarian was extremely helpful in explaining Reader's Guide . . .
Poor selection of books on Minnesota and Wisconsin
Get more out-of-town papers . . .

Central -- Science and Industry
Business and science collection inadequate; materials outdated
Computer science too introductory (2)
Too much emphasis on popular, not enough on technical (3)
Books I wanted were stolen
Books on railroads and locomotives good, but very few added in last ten years
Need more specialized technology materials
Too many CB radio books (10-25 copies of same book)
Astronomy: information on planet positions outdated
Cookbooks: excellent
Automotive selections outdated
Consumer information: not current
Good selection of craft books
Math collection not very technical; inadequate
Economics: most biased-procorporate and capitalist
Need more up-to-date materials in physical science

Hamline Branch
Non-traditional services such as video are not available
Need more up-to-date records
Encyclopedias are not current
Other than Wall Street Journal, no financial services available

Hayden Branch
Appreciate assistance in finding answers to questions
Children's collection: not upgraded; still some ones that were here six years ago
Have you considered a toy loan program?
Very few books for age 3 and under; too many violent and sexist books . . .
Need more sports books on gambling, games and other sports
Never have any math books
Get auto repair books that come from auto manufacturers

Lexington Branch
Improve adult fiction selection (2)
Too much emphasis on romances and gothics; try to challenge the patrons . . . instead of catering to poor reading tastes
Video selection: too old; can't check them out
Framed pictures: need more older pictures and greatest works of art
Newspapers: only one financial paper
8 mm film: poor condition
Need modern cassettes like Central

Merriam Park Branch

Staff attitude extremely positive . . .
Librarians won't call reference
Librarians are friendly and helpful
Best return for my tax money . . .
Staff not friendly
Staff here have always been helpful
Upgrade record collection; selection limited (7)
Not many large print books
Don't have any framed pictures for loan (5)
Not very big selection of magazines . . . (5)
Business and industry collection is out of date
Need wider variety of adult fiction
No easy to read books on horses
Provide children's puzzles for loan
Upgrade the children's corner . . .
Thanks for being
Library geared too much toward children
Employees extremely good in efforts to help and prompt intra-library loan system

Preliminary Recommendations arising from the Community Analysis

Preliminary Recommendations for Saint Paul Public Library

This report presents nineteen recommendations for improving services to Saint Paul Public Library users and for attracting new users to the library. The recommendations are listed under the following headings and individual recommendations are keyed to the respective chapters in the report:

Recommendations to attract new users and improve service to current users by removing service barriers, focusing on high interest services, and emphasizing access to broad library resources:

Recommendation III-1

In order to attract new users, the library should seek to minimize the principal barriers — real and perceived — identified by nonusers by:

A. Providing 24-hour book return drops and/or freestanding book return units at all branch libraries, and publicizing the ease of returning library books via the return drops.

B. Considering the provision of freestanding book return units at all bookmobile locations for increased convenience by users.

C. Publicizing user access to the library system's total holdings through intra-library loan plus broadened access to other library resources through inter-library loan.

Recommendation III-2

Seek increased usage from nonusers by focusing public information programs on library services in which nonusers expressed the highest interest:

A. The library's telephone information services.

B. The library system's magazine and newspaper holdings, including the extensive back issues and microform holdings.

C. The availability and diversity of the library system's audio-visual materials.

Recommendation III-3

In response to nonuser interest in computer-assisted bibliographic searching, plan the early implementation of the library's tie-in to the OCLC Inter-Library Loan System and publicize the availability of that service.

Recommendation III-4

In order to attract a portion of the large number of nonusers who are "frequent book readers" (i.e., the 76.5% who have read a book within the past six months), the library's public information program should:

A. Emphasize access to the system's total holdings through intra-library loan and access to other library resources through inter-library loan.

B. Emphasize the availability of library materials that appeal to the particular interests of . . . . . nonusers. . . . . . subject areas would include home improvements, automobile repair, sports materials, and quality business literature. . . . handicrafts, remodeling, interior decorating, cooking, and child care.

Recommendation IV-7

In response to user requests for more convenient library service hours, six days a week and in order to provide more uniform, year-round schedules, the library's service hours should be revised and/or expanded based on the following priorities:

A. Establish the present Winter service schedule on a year-round basis for the Large Branches.

B. Establish the following year-round service schedule for the Central Library:

Monday through Thursday . . 9 a.m. - 9 p.m.
Friday and Saturday . . . . 9 a.m. - 5:30 p.m.
Total weekly hours . . . . . 65 hours

C. Maintain the same number of weekly service hours for the Other Branches, but add additional evening hours on Tuesday or Wednesday with the following schedule:

Monday, Wednesday (or Tuesday) and Thursday . . 12:30 .m. - 9 p.m.
Tuesday (or Wednesday), Friday and Saturday . . 9:00 a.m. - 5:30 p.m.
Total weekly hours . . . . 51 hours

D. If a seasonal schedule is necessary due to fiscal constraints, consider closing on Monday or Friday instead of Saturday in order to provide public service on weekdays and weekend days. Also, give priority consideration to maintaining the Large Branches on a year-round schedule to provide six-day library service in the four quadrants serviced by these branches.

Recommendations to improve present services by promoting access to broad library resources, emphasizing library services and programs through displays and exhibits in the libraries, and assisting users in using the library:

Recommendation III-5

Insure that the library staff are currently aware of intra-library and inter-library loan procedures and aggressively promote these services to users; include this training in library staff orientation and in-service training.

Recommendation IV-1

In order to interest the large number of users who are just returning library books and/or browsing, the library should give particular emphasis to the design and placement of distinctive displays to house library materials, timely exhibits and attention-getting announcement boards publicizing library services and programs plus community programs.

Recommendation IV-9

In response to the significant number of users who reported difficulty in understanding the library system's classification system and who needed instruction in using the card catalog, the proposed signage program should give special attention to this need, and the library staff should be given training in terms of identifying and responding to users in need of assistance.

Recommendations to improve programming for present users and to attract new users through broadened program planning and more cooperative programming with community organizations and institutions:

Recommendation IV-5

Improve systemwide programming by providing a professional staff with clerical support to plan and coordinate the system's programming based on identified community needs (e.g. determine programming objectives, target audiences, and means of evaluating); emphasize co-sponsored programming and continuing education opportunities in cooperation with local service agencies and educational institutions for credit and non-credit courses; seek grants for underwriting programs. Within one year of operation with a program staff, the library should pursue the initiation of a "community consortium" of interested agencies and institutions to collectively plan, coordinate, and deliver educational programs designed to meet the special needs of Saint Paul residents.

Recommendation III-6

Considering the high response regarding movies as form of entertainment by both users and nonusers, library programming should emphasize film series that appeal to a variety of different interests; consideration could include family films, documentaries, and film and discussion program formats through possible state humanities grant funding to provide the rental cost, discussion booklets and discussion leaders.

Recommendation III-7

In order to reach the high percentage of both users and nonusers who participate in church activities as part of their community lifestyle, the library should:

A. Direct a portion of its public information program to the promotion of library materials (e.g. theology, religious study resources, audio-visual, etc.) of interest to church staffs and members that would complement church programs or courses of study.

B. Periodically schedule library programs, displays and educational classes, book and discussion groups in church facilities and seek cooperative publicity for same through the churches.

Recommendation to increase library visibility and usage by using area agencies, organizations and businesses to publicize library programs and services:

Recommendation IV-2

As media promotional efforts apparently had minimal influence in prompting persons to use the library, some of the library's promotional efforts should be directed through local service organizations and businesses that have expressed a willingness to publicize the services. Central and branch staffs interviewed 122 service organizations and businesses in their respective service areas during the community analysis. The majority of the organizations and businesses indicated an interest in publicizing the library (see summaries for each agency in Chapter V). The number of interested area organizations and businesses should be expanded through additional periodic staff visits and the library should send regular mailings of information about programs and services to these organizations and businesses.

Recommendations to improve public service through staff in-service training and the use of "volunteers" to help identify possible service difficulties:

Recommendation IV-6

In response to numerous critical comments from users, the library should provide — at least annually — in-service training for all public service staff to emphasize means of improving public relations in terms of public service.

Recommendation IV-8

To complement the physical improvements that may be recommended (or to improve public service in the Central Library and branches), each library should be toured by citizen volunteers — unfamiliar with the respective library — who would represent "new users" seeking to familiarize themselves with the library. The volunteers should be provided with a simple checklist of informational needs and asked to visit an assigned library during regular service hours without identifying themselves. The volunteers would report on any difficulties they encountered as "new users."

Recommendation to improve future library planning by designating service areas and using automation to produce related demographic data for service area populations:

Recommendation VI-1

Delineation of service areas for the Central Library and branches represents one of the basic tools for public library planning purposes, particularly when U.S. Census data can be readily provided via computer for the respective service areas. Accordingly, it is recommended that the Saint Paul Public Library take advantage of automation to search the 1980 U.S. Census by obtaining access to the GBF-DIME file (Geographic Base File with Dual Independent Map Encoding) and accompanying Admatch software program for the City of Saint Paul through the U.S. Bureau of the Census. The GBF-DIME has the capability to produce a computer print-out of the population and demographic characteristics for the respective library service areas by plotting the borrowers' addresses (some manual plotting is usually required for streets not included in the DIME file and program).

Records of Saint Paul Public Library users that include street addresses can also be matched with the program to provide a computer-mapping of library users into census tracts. The GBF-DIME automation programs can provide cost-effective, periodic updates of these data for monitoring and revising the library's long-range plan.

Recommendations to increase user satisfaction with the library system's materials collections through revised collection development practices:

Recommendation IV-3

In order to increase the user satisfaction levels in branches serving user groups with the highest educational levels (e.g. St. Anthony Park, Highland Park, and Merriam Park) the library should develop collections of more scholarly materials (i.e., circulating and reference collections, periodicals) in these particular branches.

Recommendation IV-4

In response to user evaluations of library materials and related services, the library should give priority consideration to reviewing and upgrading the subject collections in Central Departments and individual branches that received ratings below the median level (i.e., ranking of 14 or below in Column D, Table IV-9) of ratings for all Central Departments and branches.

Recommendation to improve allocation of library resources by reducing duplication of branch library service and closing the least effective branches now duplicating service:

Recommendation VI-2

In order to reduce the duplication of branch library services and operating costs where respective service areas overlap, the least effective branch or branches in terms of access, size, physical condition, and flexibility for expansion or remodeling should be closed and the library's resources redistributed to improve the remaining branches.

Recommendation to enhance the final report with photos of libraries, provided funding is available:

Recommendation VII-1

As the community analysis and resulting final report will include references and recommendations for improving the library system's facilities, access, visibility and signage for the libraries, consideration should be given to including black and white photographs of the Central Library and all branches in the Final Report. The photos would acquaint persons receiving the report with the facilities. The present study budget does not include funding for the photos or for publishing them in the report; the consultants will provide a cost estimate for same if desired.

All of the Preliminary Recommendations are subject to review and revision in the Final Report.

Appendix C

TO: SPPL Staff

FROM: Ginny Stavn, Project Manager

SUBJECT: Personal Job Assessment

HBW Associates has requested that SPPL staff complete the attached Personal Job Assessment form. The information will be used by the consultants in their analysis of SPPL in preparing a Five-Year Plan for the library. The form will be followed in 60 days by an attitude survey, that is, how do YOU feel about your job. Please read all instructions before beginning.

WHO COMPLETES THE PERSONAL JOB ASSESSMENT FORM?

All SPPL staff including all part-time employees. Exceptions: YCEEP and CETA employees will NOT complete this form.

WHAT IF I'M A TEMPORARY POSITION, PROVISIONAL APPOINTMENT, HAVE JUST BEEN PROMOTED?

Your response should reflect the classification and job location you are in on February 25, whether it be temporary, provisional, etc. Staff working in more than one job location should give the location which they consider their home base, that is where listed in the Staff Directory.

PURPOSE?

To see how the staff perceives its role as it relates to the library.

WHEN IS IT DUE?

The blue Personal Job Assessment form is a working paper. You should take one week to think about and draft your response. On February 29 you will receive another copy of the form. Write your final response on this copy and return to Ginny Stavn, Extension by March 7.

QUESTIONS?

Each person completes the form ALONE. You may NOT consult with your supervisor, subordinates, or peers. Any questions should be directed to Ginny Stavn, 6331.

INSTRUCTIONS

1. Using the Coding Sheet, add the codes corresponding to your Classification and Job Station to the Personal Job Assessment form.

2. Describe your job activities in paragraph format, listing a minimum of five activities and a maximum of seven. Be concise in your description, yet provide enough information that the consultants will know what to do.

3. Analyze the time you spend for each activity by percentages, i.e. Time on reference desk answering. . . 40%. Apply the activity description and percentage for a full fiscal year; percentages must total 100.

4. After you have completed these steps, review the attached SPPL Goals to determine which of your job activities relate to the goals. You may discover that all of your activities relate to, and impact upon, the Goals Statement. You may discern that none, or only some of your activities relate to the goals. There are no "correct" answers, only your analysis of your personal job activities and their relationship.

   If a job activity relates to a goal, write the number of the goal in the Goals Statement Column. Choose only one goal for each activity, the one on which there is the most impact. If a job activity does not relate to any of the goals write NA (not applicable) in the Goals Statement Column and in the Impact Column.

5. If you believe that one of your activities relates to, and impacts upon, a goal of the library, use one of the following categories to assess how strong an impact that activity has on the goal.
   If the activity impacts upon the goal
      Significantly, write A in Impact Column
      Moderately, write B in Impact Column
      Only Slightly, write C in Impact Column

NOW that you've read the instructions, draft your responses on the practice (blue) form. This will assist you in sharpening your awareness of your time expended, and the impact on the Goals of the Library. Take a week before finalizing it. And, remember, there are no "correct" answers.

Thank you for your participation. Feel free to offer any additional comments on the back of the Job Assessment form.

PLEASE DO NOT WRITE YOUR NAME ANYWHERE ON THE JOB ASSESSMENT FORM!

PERSONAL JOB ASSESSMENT

Classification ______________

Job Station ______________

Job Activities

Please list and describe at least five activities:	Time Expended	Goals Statement	Impact
1.			
2.			
3.			
4.			
5.			
6.			
7.			
	100%		

CODES

CLASSIFICATION	Code #
Building Mtn. Superintendent	1
Clerk II	2
Clerk III	3
Clerical Supervisor	4
Clerk Typist I	5
Clerk Typist II	6
Clerk Typist III	7
Custodian	8
Custodian - Lt. Duty	9
Custodian Engineer I	10
Custodian Engineer III	11
Data Entry Operator	12
Dup. Equipment Operator	13
Elec. Data Processing Specialist	32
Extension Services Supervisor	14
Film Clerk	15
General Library Assistant	16
Librarian I	17
Librarian II	18
Librarian III	19
Librarian IV	20
Library Aide	21
Library Administrator	22
Library Assistant I	23
Library Assistant II	23
Library Clerk	24
Library Services Manager	25
Library Specialist I	26
Library Specialist II	27
Substitute Library Specialist	31
Tab Machine Operator I	28
Tab Machine Operator II	29
Truck Driver	30

JOB STATION	Code #
Circulation Room	003
Reference Room	012
Arts - AV Room	009
Science & Industry	006
Children's Room & Young Adults	015
Government Publications Office	021
ILL	024
Arlington Branch Library	033
Hamline Branch Library	036
Hayden Heights Branch Library	039
Highland Park Branch Library	042
Lexington Branch Library	045
Merriam Branch Library	048
Rice Street Branch Library	051
Riverview Branch Library	054
St. Anthony Park Branch Library	057
Sun Ray Branch Library	060
Bookmobile	030
Public Information Office	063
Extension Services	027
Video Communications Center	066
Technical Services	072
Data Processing Center	081
Business Office	078
Receiving and Delivery	090
Building Maintenance (Central)	075
Administration	069

SAINT PAUL PUBLIC LIBRARY

GOALS

MISSION STATEMENT:

The Saint Paul Public Library serves as a quality information and cultural resource for the community, striving to provide opportunities for enrichment through its materials and services to facilitate educational and practical needs, and to provide inspiration and fulfillment through the use of its resources.

I. Financial Support

GOAL:

I.A). Seek increased financial support from governmental and other sources to provide quality library service.

II. Community

GOALS:

II.A). Identify community needs in order to deliver responsive and customized library service.

II.B). Demonstrate the importance of the library in the life of the community.

II.C). Inform and educate the public about library services so that they may better understand and utilize them.

II.D). Encourage and facilitate the cooperation, support and commitment of individual groups and institutions.

III. Staff

GOALS:

III.A). Provide a well-trained staff at a level sufficient to maintain quality service in the face of increased public reliance on staff assistance.

III.B). Develop and maintain this staff by identifying potential, encouraging individual growth, and utilizing individual strengths in the interest of better library service.

IV. Collection

GOALS:

IV.A). Continue to develop and maintain a collection of quality materials in, a variety of formats, print and nonprint, to meet the changing needs and interests of the community including the special needs of diverse clientele.

IV.B). Protect the community's right to access to the collection.

V. Services

GOALS:

V.A). Develop an optimal level and range of service responsive to the current and anticipated needs of individuals and groups, utilizing whichever formats and service points that are most effective for library users.

V.B). For more efficient delivery of library resources to users, reorganize the library's operations to utilize the best of current and future technology to achieve a total materials control system, based on the automated bibliographic data base.

VI. Facilities

GOALS:

VI.A). Establish a continuous program of evaluation of current and potential service points to insure efficiency, attractiveness, flexibility, economy of operation, suitability of location, and ease of access.

VI.B). Arrest the physical deterioration of the present facilities.

VII. Organization

GOALS:

VII.A). Expand public access to resources through participation in multi-type library cooperative arrangements and through improved interaction with non-library organizations.

VII.B). Improve the management process in order to accomplish the library's goals.

Appendix D

TO: SPPL Staff

FROM: Ginny Stavn, Project Manager

SUBJECT: Staff Attitude Survey

HBW Associates has requested that SPPL staff complete the attached Staff Attitude Survey. The information will be used by the consultants in their analysis of SPPL in preparing a Five-Year Plan for the library. Please read all instructions before beginning.

WHO COMPLETES THE STAFF ATTITUDE SURVEY?

All SPPL staff inculding all part-time employees. Exceptions: YCEEP and CETA employees will not complete this form.

WHAT IF I'M A TEMPORARY POSITION, PROVISIONAL APPOINTMENT, HAVE JUST BEEN PROMOTED?

Your response should reflect the classification and job location you were in on May 25, whether it be temporary, provisional, etc. Staff working in more than one job location should give the location which they consider their home base, that is where listed in the Staff Directory.

PURPOSE?

To assist in the establishment of a baseline of employee attitudes about their job and work environment.

WHEN IS IT DUE?

Your response should be sent to Ginny Stavn, Extension, by June 20, 1980.

QUESTIONS?

Each person completes the form alone. You should not consult with your supervisor, subordinates, or peers. Any questions should be directed to Ginny Stavn, 6331.

INSTRUCTIONS

1. Using the Coding Sheet, add the codes corresponding to your Classification and Job Station to the Staff Attitude Survey.
2. As you read each question, make a check mark in the column that best describes your feelings about the question and response. There are no correct answers.
3. After you have completed the survey, return your copy to Ginny Stavn. Be sure that your Classification and Job Station have been recorded.

Thank you for your assistance and participation. Please feel free to offer any additional comments on the back of the Staff Attitude Survey.

PLEASE DO NOT WRITE YOUR NAME ANYWHERE ON THE STAFF ATTITUDE FORM!

CODES

CLASSIFICATION	Code #
Building Mtn. Superintendent	1
Clerk II	2
Clerk III	3
Clerical Supervisor	4
Clerk Typist I	5
Clerk Typist II	6
Clerk Typist III	7
Custodian	8
Custodian - Lt. Duty	9
Custodian Engineer I	10
Custodian Engineer III	11
Data Entry Operator	12
Dup. Equipment Operator	13
Elec. Data Processing Specialist	32
Extension Services Supervisor	14
Film Clerk	15
General Library Assistant	16
Librarian I	17
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Librarian III	19
Librarian IV	20
Library Aide	21
Library Administrator	22
Library Assistant I	23
Library Assistant II	23
Library Clerk	24
Library Services Manager	25
Library Specialist I	26
Library Specialist II	27
Substitute Library Specialist	31
Tab Machine Operator I	28
Tab Machine Operator II	29
Truck Driver	30

JOB STATION	Code #
Circulation Room	003
Reference Room	012
Arts - AV Room	009
Science & Industry	006
Children's Room & Young Adults	015
Government Publications Office	021
ILL	024
Arlington Branch Library	033
Hamline Branch Library	036
Hayden Heights Branch Library	039
Highland Park Branch Library	042
Lexington Branch Library	045
Merriam Branch Library	048
Rice Street Branch Library	051
Riverview Branch Library	054
St. Anthony Park Branch Library	057
Sun Ray Branch Library	060
Bookmobile	030
Public Information Office	063
Extension Services	027
Video Communications Center	066
Technical Services	072
Data Processing Center	081
Business Office	078
Receiving and Delivery	090
Building Maintenance (Central)	075
Administration	069

STAFF ATTITUDE SURVEY

Classification ____________

Job Station ____________

Questions	Disagree	Undecided	Agree
1. My supervisor deals with subordinates well.	____	____	____
2. My supervisor knows the technical parts of his or her job well.	____	____	____
3. My supervisor handles the administrative parts of his or her job well.	____	____	____
4. My supervisor encourages me to help in developing work methods and job procedures.	____	____	____
5. My supervisor encourages subordinates to participate in important decisions.	____	____	____
6. My supervisor asks my opinion when a probelm related to my work arises.	____	____	____
7. My supervisor discusses with me the specific reasons for the performance rating that I receive.	____	____	____
8. Information that I receive about my performance usually comes too late for it to be of any use to me.	____	____	____
9. My performance appraisal takes into account the most important parts of my job.	____	____	____
10. My performance rating presents a fair and accurate picture of my actual job performance.	____	____	____
11. This organization considers performance appraisal to be an important part of a supervisors' duties.	____	____	____
12. My supervisor considers performance appraisal of his subordinants to be an important part of his/her duties.	____	____	____

Questions	Disagree	Undecided	Agree
13. My job duties are clearly defined by my supervisor.	___	___	___
14. My supervisor sets clear goals for me in my present job.	___	___	___
15. The information that I get through formal channels helps me perform my job effectively.	___	___	___
16. I am told promptly when there is a change in policy, rules, or regulations that affects me.	___	___	___
17. In this organization it is often unclear who has the formal authority to make a decision.	___	___	___
18. In this organization authority is clearly delegated.	___	___	___
19. It takes too long to get decisions made in this organization.	___	___	___
20. Overall, this organization is effective in accomplishing its objectives.	___	___	___
21. This organization is responsive to the public interest.	___	___	___
22. Employees do not have much opportunity to influence what goes on in this drganization.	___	___	___
23. It's really not possible to change things around here.	___	___	___
24. When an employee continues to do his/her job poorly, supervisors here will take the appropriate corrective action.	___	___	___
25. I often think about quitting.	___	___	___
26. During this next year I will probably look for a new job outside of this organization.	___	___	___
27. My job is challenging.	___	___	___
28. My job makes good use of my abilities.	___	___	___
29. In general, I like working here.	___	___	___
30. In general, I am satisfied with my job.	___	___	___

Questions	Disagree	Undecided	Agree
31. All in all, I am satisfied with the work on my present job.	____	____	____
32. Doing my job well gives me a feeling that I've accomplished something worthwhile.	____	____	____
33. Doing my job well makes me feel good about myself as a person.	____	____	____
34. I enjoy doing my work for the personal satisfaction it gives me.	____	____	____
35. On my job I know exactly what is expected of me.	____	____	____
36. Most of the time I know what I have to do on my job.	____	____	____
37. I care little about what happens to this organization as long as I get a pay check.	____	____	____
38. What happens to this organization is really important to me.	____	____	____
39. The people I work with generally do a good job.	____	____	____
40. My co-workers encourage each other to give their best effort.	____	____	____
41. If we have a decision to make everyone is involved in making it.	____	____	____
42. New employees in this organization are well qualified to perform thier jobs.	____	____	____
43. Management is flexible enough to make changes when necessary.	____	____	____
44. In general, disciplinary actions taken in this organization are fair and justified.	____	____	____
45. I have confidence and trust in my co-workers.	____	____	____

	Rarely	Sometimes	Often
46. How often do you receive feedback from your supervisor for good performance?	____	____	____
47. How often do you receive feedback from your supervisor that helps you improve your performance?	____	____	____

Questions	**Rarely**	**Sometimes**	**Often**
48. How often would you like to receive feedback from your supervisor for good performance?	____	____	____
49. How often would you like to receive feedback from your supervisor that helps you improve your performance?	____	____	____

In your opinion, how much did your last performance rating help you to....

	Not Helpful at all	**Somewhat Helpful**	**Quite Helpful**
50. assess your strengths and weaknesses in performing your job?	____	____	____
51. establish a plan for your training and development?	____	____	____
52. receive needed training?	____	____	____
53. improve your performance?	____	____	____
54. determine your contribution to the organization?	____	____	____

GEORGE LATIMER
MAYOR

CITY OF SAINT PAUL
CITIZENS' TASK FORCE FOR THE LIBRARY
1120 Northwestern National Bank Building
Saint Paul, Minnesota 55101
612-224-5463

Appendix E

SCHEDULE FOR RETREAT AT SPRING HILL

Sunday, September 7

4:30 p.m. - 6:00 p.m. - Plenary Session
6:30 p.m. - 8:00 p.m. - Cocktails, Dinner
8:15 p.m. - 9:15 p.m. - Small group meetings

Monday, September 8

7:30 a.m. - 8:30 a.m. - Breakfast (Reservations have been made as well for those persons not staying the night at Spring Hill)
8:30 a.m. - 9:30 a.m. - Plenary Session
9:30 a.m. -12:00 noon - Small group meetings
12:00 noon - 1:00 p.m. - Lunch
1:00 p.m. - 2:00 p.m. - Small group meetings
2:00 p.m. - 4:30 p.m. - Plenary Session
4:30 p.m. - Adjournment

GEORGE LATIMER
MAYOR

CITY OF SAINT PAUL
CITIZENS' TASK FORCE FOR THE LIBRARY
1120 Northwestern National Bank Buildin
Saint Paul, Minnesota 55101
612-224-5463

SMALL GROUPS

1. Automation

Norman Vinnes

Alice Wilcox
Bill Asp
Emma Robbins
Sue Ellingwood
Dick Schroeder
Irene Hoadley
Paul Verret
William Kling

2. Organization

Erma E. McGuire

Rod McDonald
Peter Stumpf
Elizabeth McMonigal
Kathy Stachowiak
Larry Earl Bone
Bill Chait

3. Personnel

Reatha Clark King

Mary Wagner
Carole Williams
Peg O'Keefe
Richard Waters
David Taylor

4. Structure of System

Frank D. Marzitelli

Bob Rohlf
Jerry Steenberg
Kathy Tregilgas
Tom Kelley
Jerry Jenkins
Rick Wiederhorn
Lee Brawner
Jeanne Fischer

5. Central Library

Truman W. Porter

Joseph Kimbrough
Virgil Massman
Virginia Stavn
Judi Devine
David Henington
Nina Archabal
Gloria Glazer

CITY OF SAINT PAUL
CITIZENS' TASK FORCE FOR THE LIBRARY
1120 Northwestern National Bank Building
Saint Paul, Minnesota 55101
612-224-5463

GEORGE LATIMER
MAYOR

September 2, 1980

TO: Participants in the Citizens' Task Force for the Library Retreat, September 7-8, at Spring Hill

FROM: Nancy R. Harris

Thank you so much for your willingness to participate in the review and evaluation of the First Draft of a Five Year Plan for the Saint Paul Public Library. Enclosed you will find:

1. Your small group assignment
2. Schedule for the Retreat
3. List of Retreat participants
4. Information about Spring Hill

Participants in this retreat have been divided into five groups of six to eight members. Each group will review and evaluate the Report's recommendations in one specific area, in addition to considering other parts of the Report of interest to its members.

It is hoped that each group, by Monday afternoon, will be able to report on their group's recommendations on a specific area of the Report concerning:

- what should be retained as written
- what should be changed or removed altogether
- what should be added
- judgment of priorities: What is most important for the Library to consider doing at once; in five years; in very long range.

The question of the overall mission of the library - what kind of a library should it be - will be discussed in plenary sessions on Sunday afternoon and Monday morning, as well as in the small groups, as necessary. The question of a recommended financial plan will be considered at the final plenary session on Monday, using the priorities identified by the small group process.

The five groups include:

1. Automation/Technical services (led by Norman Vinnes)

   Evaluate and review recommendations on:
   a. personnel
   b. planning
   c. timing
   d. costs, potential savings

2. Organization (led by Erma McGuire)

   Evaluate and review recommendations on:
   - a. organization chart for internal administration of the library
   - b. personnel; priorities for creating new positions
   - c. timing
   - d. costs

3. Personnel (led by Reatha Clark King)

   Review and evaluate recommendations on:
   - a. management practices (salaries, recruitment, professional development, job rotation, for example)
   - b. criteria for adding new positions
   - c. timing
   - d. costs

4. Structure of the Library System (led by Frank Marzitelli)

   Review and evaluate recommendations on:
   - a. library accountability to the community (Advisory Library Board, annual reports, other means of communication)
   - b. restructuring the branches
   - c. timing
   - d. costs

5. Central Library (led by Truman Porter)

   Review and evaluate recommendations on:
   - a. personnel
   - b. reorganization of space and services
   - c. timing
   - d. costs

The group to which you have been assigned is: ______________________

If you wish to change groups, discuss this plan, or provide suggestions for any aspect of the retreat, please do not hesitate to call Nancy Harris, 224-5463.

The small groups will meet on Sunday evening after dinner to review their mission for the next day and to identify the parts of the report that most specifically apply to their particular area.

RETREAT PARTICIPANTS

Nina M. Archabal
Deputy Director
Minnesota Historical Soc.
690 Cedar St.
St. Paul, MN 55101

William Asp
Director, OPLIC
480 Cedar
301 Hanover Bldg.
St. Paul, MN 55101

**Larry Earl Bone
Mercy College Library
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Dobbs Ferry, NY 10522

**Lee Brawner
Executive Director
Metro Library System
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William Chait
Consultant
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Hilton Head Island, SC 29928

Judi Devine
Head of Reference
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*Humphrey Doermann
President, The Bush Fdn.
E-900 First Natl. Bank
St. Paul, MN 55101

Sue Ellingwood
Acquisitions Librarian
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St. Paul, MN 55102

Jeanne E. Fischer
1166 Fairmount Ave.
St. Paul, MN 55105

**Gloria Glazer
HBW Associates
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Roslyn Heights, NY 11577

Nancy Harris
The Saint Paul Foundation
1120 Northwestern Natl. Bank
St. Paul, MN 55101

**Dave Henington
Director
Houston Public Library
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Houston, TX 77002

**Irene Hoadley
Texas A&M University Libraries
College Station, TX 77843

Jerry Jenkins
1420 City Hall Annex
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St. Paul, MN 55102

Thomas Kelley
Director
Dept. of Community Services
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St. Paul, MN 55102

Joseph Kimbrough
Director, Mpls. Public Library
and Information Center
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Mpls., MN 55401

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Executive Director
Minnesota Public Radio
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George Latimer
Mayor, City of St. Paul
Office of the Mayor
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St. Paul, MN 55102

*Frank Marzitelli, Director
St. Paul-Ramsey Arts &
Science Council
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St. Paul, MN 55101

Virgil F. Massman
Director
James Jerome Hill Ref. Lib.
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St. Paul, MN 55102

Roderick McDonald
Director
Dakota County Library
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Burnsville, MN 55337

*Erma E. McGuire
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St. Paul, MN 55102

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Supervisor, Highland
Park Branch Library
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St. Paul, MN 55116

Peg O'Keefe
Office of the Mayor
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St. Paul, MN 55102

*Truman W. Porter
Vice-President
Midway Natl. Bank
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Emma Robbins
Head of Technical Services
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St. Paul, MN 55102

Robert Rohlf
Director
Hennepin County Library
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Mpls., MN 55435

Richard Schroeder
Budget Director, City of St. Pau
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St. Paul, MN 55102

Margie Sievert
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St. Paul, MN 55101

Kathy Stachowiak
Assistant Director
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St. Paul, MN 55102

Virginia Stavn
Professional Assistant, Science
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St. Paul, MN 55102

Gerald Steenberg
Director
St. Paul Public Library
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St. Paul, MN 55102

*Peter Stumpf
Minnesota State Senate
Room 328 Capital
St. Paul, MN 55155

David V. Taylor
Director, Minority/Special
Service Program
Macalester College
Grand & Snelling Ave. S.
St. Paul, MN 55105

Kathleen Tregilgas
Supervisor, St. Anthony
Park Branch
2245 Como
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SAINT PAUL PUBLIC LIBRARY

MISSION STATEMENT:

The Saint Paul Public Library serves as a quality informational and cultural resource for the community, striving to provide opportunities for enrichment through its materials and services, to facilitate educational and practical needs, and to provide inspiration and fulfillment through the use of its resources.

I. Financial Support

GOAL: Seek increased financial support from governmental and other sources to provide quality library service.

Objectives:

A. Strengthen the library's grant seeking and fund raising effort by

1. Developing guidelines for the grants committee immediately.
2. Exploring with the Friends of the Library potential joint efforts in this area. Completion: January, 1980.
3. Seeking additional training of committee members in grantsmanship.

B. Conduct an annual educational effort to inform the Friends of the financial situation of the library. To be held June, 1980, June, 1981.

C. Encourage involvement of staff and Friends in the Minnesota Library Association Legislative Network in the 1980 session.

D. Set up a library task force to examine the "fee for service" concept and to make recommendations by the end of 1981.

E. Negotiate a new contract with OPLIC by December 31, 1979 for out-state interlibrary loan service, at a level which will cover full expenses of the operation.

II. Community

GOAL: Identify community needs in order to deliver responsive and customized library service.

Objectives:

A. Complete a community analysis of the entire city by June, 1980.

B. Beginning in 1980 — to study the feasibility of changing the emphasis of the current Community Relations Office program to incorporate the marketing concept for the purpose of developing appropriate library responses to the community analysis.

GOAL: Demonstrate the importance of the library in the life of the community.

Objectives:

A. Establish immediately, with agency supervisors, a program for agency involvement in community activities and organizations with provision for continued, periodic review, evaluation and revision.

B. Investigate current city government information networks and the library's present response to city office information needs. The Government Publications Office librarian will report the findings by December, 1980.

GOAL: Inform and educate the public about library services so that they may better understand and utilize them.

Objectives:

A. The Community Relations Department will develop a pilot promotion project aimed at current library users for the purpose of increasing their library use. Completion and evaluation by December, 1980.

B. The Community Relations Office will develop a pilot promotion project aimed at a specific segment of the community identified by the community analysis as being potential library users. Completion and evaluation by December, 1981.

GOAL: Encourage and facilitate the cooperation, support and commitment of individual groups and institutions.

Objectives:

A. Immediately develop an expanded Volunteer Program, under the direction of a full time coordinator, to facilitate citizen input and involvement in the library operation, as well as extend services that the library could not otherwise budget.

B. Actively support and assist the Friends of the Library in their efforts.

III. Staff

GOAL: Provide a well-trained staff at a level sufficient to maintain quality service in the face of increased public reliance on staff assistance.

Objectives:

A. To conduct a study of current staffing and library use patterns to determine the number and classification of staff needed in each agency. Then, to develop a plan to adjust for or obtain the identified goals. Study to be done by December, 1980.

B. To establish a system of manpower planning to include study of staff turnover, forecast of retirements and anticipated promotions in order to cooperate with the Personnel Office to insure that eligibility lists are maintained, exams scheduled and empty slots filled quickly. Completion: January, 1980.

C. Obtain funding for a full-time coordinator of volunteer services by December, 1980.

D. To develop a system procedural manual using an expandable format and a list of subject headings for memoranda to insure future conformity. All present policies will be examined for accuracy and consistency with library goals before inclusion in the revised manual. To be completed by December, 1979.

E. Develop a staff training program with an annual evaluation report system. Program to include:

a. new employee orientation
b. refresher orientation for current staff
c. departmental training
d. staff exchanges
Completion by September, 1980.

GOAL: Develop and maintain this staff by identifying potential, encouraging individual growth, and utilizing individual strengths in the interest of better library service.

Objectives:

Identify Continuing Education needs of employees and resources to meet those needs. Program to be established immediately.

IV. Collection

GOAL: Continue to develop and maintain a collection of quality materials, in a variety of formats, print and nonprint, to meet the changing needs and interests of the community including the special needs of diverse clientele.

Objectives:

A. Seek an annual increase in the materials budget proportionate to increases in materials cost.

B. Define the purpose, focus, procedures and location of the following collections:

subject collections
pkb's
curriculum related materials
best sellers
media
Completion by December, 1980

C. Establish a collection development policy which recognizes the collection strengths of area libraries and provides guidelines for collection maintenance.

GOAL: Protect the community's right to access to the collection.

Objectives:

A. Adopt a written selection policy statement which will state the philosophical framework within which materials selection is conducted. Print and distribute copies of this statement to all agencies for the information of staff and public. Schedule a series of staff workshops to educate staff. Completion by December, 1981.

B. Adopt an effective and enforceable overdues retrieval system by December, 1979.

C. Conduct an educational campaign to inform the public of the materials theft problem and create an attitude which discourages theft. Initiate in January, 1980.

D. Conduct a cost study for a theft monitoring system in central and community libraries by February, 1980.

E. Take sample inventories in both central and extension agencies to ascertain the extent and nature of losses. Complete by December, 1980.

V. Services

GOAL: Develop an optimal level and range of service responsive to the current and anticipated needs of individuals and groups, utilizing whichever formats and service points that are most effective for library users.

Objectives:

A. Produce COM catalog, retrospective to 1968, and close the card catalogs by December, 1980.

B. Publicize and distribute copies of the COM catalog throughout the metropolitan area—to all Saint Paul Public Library agencies, MELSA libraries, and others by January, 1980.

C. Develop system-wide reference and information services guidelines and standards by July, 1980.

D. Study and define the role of the central library as the system resource center by December, 1980.

E. Obtain $3,000 for library programming for adults and children in 1980.

F. Examine Community Analysis data to determine optimal hours of library service.

GOAL: For more efficient delivery of library resources to users, reorganize the library's operations to utilize the best of current and future technology to achieve a total materials control system, based on the automated bibliographic data base.

Objectives:

Set up a staff committee to examine and make recommendations for implementation in 1981.

1. Automated acquisitions
2. Automated circulation control

VI. Facilities

GOAL: Establish a continuous program of evaluation of current and potential service points to insure efficiency, attractiveness, flexibility, economy of operation, suitability of location, and ease of access.

Objectives:

A. Examine existing service points to determine whether they provide optimal delivery system in January, 1981.

B. Replace the bookmobile with a self-contained unit in 1980.

C. Install bike racks at library service points by June, 1980.

D. Review city report on handicap access to library buildings and seek funding to eliminate barriers when feasible by January, 1981.

E. Investigate parking needs at library agencies by June, 1980.

   1. Central — study the possibility of reduced rate Civic Center parking for library users.

   2. Branches — request a traffic study from Public Works.

GOAL: Arrest the physical deterioration of the present facilities.

Objectives:

A. Develop a list of building repair and maintenance priorities by December, 1979.

B. Seek funding for identified building needs in 1980.

C. Produce a preventive maintenance schedule by December, 1979.

D. Review each item of capital equipment and set up a replacement schedule based on standard amortization rates by June, 1980.

VIII. Organization

GOAL: Expand public access to resources through participation in multi-type library cooperative arrangements and through improved interaction with non-library organizations.

Objectives:

A. Participate in the formulation of procedures necessary to encourage and develop the sharing of resources and services among all types of libraries in the metropolitan area during 1979-80.

B. Upon completion of the Community Analysis for its area, each agency will be responsible for developing a plan to facilitate the sharing of resources, co-sponsor of programs, and joint publicity with other agencies, organizations and institutions.

GOAL: Improve the management process in order to accomplish the library' goals.

Objectives:

A. Each agency will examine its functions and services, evaluate their effectiveness, and set goals and objectives for 1980.

B. Schedule two meetings annually in each agency to examine agency needs, goals and performance. Facilitated by either the Supervisor of Extension or the Assistant Director, the meeting will include all agency staff and will have as its goal the improvement of agency operations. A second goal is to improve and maintain administration's awareness of supervisor's strengths and weaknesses in management skills as well as a knowledge of agency working conditions and staff needs. Initiated by January, 1980.

C. By early 1980 establish a program of regular informational meetings for non-supervisory staff.

August, 1979.
September, 1979 (revised).

Appendix G

MATERIALS SELECTION POLICY FOR THE SAINT PAUL PUBLIC LIBRARY

I. Introduction.

The purpose of this selection policy is to guide librarians in selecting materials, print and non-print, and to inform the public about the principles upon which selection decisions are made. Basic to this policy is the "Library Bill of Rights" as adopted by the American Library Association. This statement, together with its official interpretations by A.L.A. (especially, "Free Access to Libraries for Minors"; "Statement of Labeling"; "Expurgation of Library Materials"; and "Sexism, Racism, and Other -isms in Library Materials"), and the "Freedom to Read Statement" constitute the basic framework within which selection is conducted. ("Library Bill of Rights" and "Freedom to Read Statement" are included at the end of this Selection Policy.)

II. Responsibility for Selection.

Final responsibility for materials selection lies with the Director, who delegates to the Acquisitions Librarian, the Children's Librarian, and other staff members the authority to make individual selections.

III. Guidelines for Selection.

A. The objectives of materials selection are to collect and make easily available materials of contemporary interest and of permanent value which best meet the community's informational, recreational, and educational needs.

B. The following are specific guidelines for selection:

1. The Library attempts to meet the needs of the total community, recognizing that some materials may be controversial. It is the responsibility of the individual library user to choose those materials which suit his or her tastes and needs. Users are free to reject for themselves materials of which they do not approve, but they may not restrict the freedom of others to read what they desire. Responsibility for children's use of library materials rests with their parents or legal guardians. Selection of materials for adults will not be inhibited by the possibility that such materials may be accessible to children.

2. The Library serves a public which has a wide range of ages, educational backgrounds, and reading skills; it therefore seeks to select materials of varying complexity.

3. The Library recognizes the purpose and resources of other libraries in the Twin Cities area and will not needlessly duplicate specialized materials.

4. Materials pertaining to St. Paul history and authors are given special consideration; however, the Library is under no obligation to add everything about St. Paul or everything produced by authors, printers, or publishers with St. Paul connections.

5. The Library does not attempt to acquire textbooks or other curriculum-related materials except as such materials serve the general public.

6. Technical materials, such as those in the fields of law and medicine, are purchased only when of value to the nonspecialist.

C. Most library materials are selected on the basis of reviews found in standard selection sources. The Library also responds to user requests when it is believed that the materials suggested will be of use in the collection.

D. The St. Paul Public Library is a limited depository for United States government publications and, as such, receives and must retain some documents which have not been scrutinised according to normal selection criteria.

IV. Gifts.

The Library accepts gifts of library materials with the understanding that the same standards of selection are applied to gifts as to materials acquired by purchase. The Library reserves the right to evaluate and to utilise gifts in accordance with the criteria applied to purchased materials. Gifts of materials to which conditions are attached by prospective donors will require special consideration.

Gifts of money to purchase materials are invited and encouraged.

V. Maintenance of the Collection

The Library's responsibility for its collection includes preservation, replacement of lost or deteriorating materials, and withdrawal of unneeded or superseded materials.

Various restrictions may be placed on certain types of library materials to protect them from damage and theft and to insure their availability to others; such materials include rare books, bound periodicals, reference materials, and 16mm films.

VI. Interlibrary Cooperation

Although the Library cannot provide a copy of every book published, it recognises the right of persons to read any published book. The Library will attempt to provide the best materials available within the limitations of its budget. Materials not owned by the Library may be borrowed through established interlibrary loan channels. The Library actively seeks to broaden these sources through agreements with other libraries and groups of libraries.

VII. Review and Amendment

This materials Selection Policy will be reviewed periodically and will be amended as necessary with the approval of the Library Director.

Adopted October 1979.